BEFORE THE
SURFACE TRANSPORTATION BOARD

DOCKET NO. FD 36873

UNION PACIFIC CORPORATION AND UNION PACIFIC RAILROAD COMPANY
—CONTROL—
NORFOLK SOUTHERN CORPORATION AND NORFOLK SOUTHERN
RAILWAY COMPANY

RAILROAD CONTROL APPLICATION

VOLUME 3 OF 4

STATEMENTS OF SHIPPERS, GOVERNMENT OFFICIALS AND OTHERS IN SUPPORT OF APPLICATION

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10/3/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, IXM is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, and ensure the safe, timely delivery of our products across the country. At IXM, we transport commodities to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that IXM has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Andrew Gray

Office Manager

4STOX

andrew.gray@4stox.net



cc: Member Schultz
Member Hedlund

LUMBER COMPANY

Traffic Dept.
1019 ROUTE 519, BUILDING #7 EIGHTY FOUR, PA 15330
(724) 228-8820

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, 84 Lumber Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and their building projects and ensure the safe, timely delivery of our products across the country. At 84 Lumber Company we transport Lumber, OSB, and other miscellaneous building and construction projects alike to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that 84 Lumber has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

LUMBER COMPANY
Traffic Dept.
1019 ROUTE 519, BUILDING #7 EIGHTY FOUR, PA 15330
(724) 228-8820

cc: Member Schultz
Member Hedlund

Sincerely,

Andrew Fossick
Lead Senior Manager of Traffic and Logistics
Specialty Purchasing/Logistics
84 Lumber Company
1019 Route 519, Building #2
Eighty-Four, PA 15330
E-Mail: andy.fossick@84lumber.com
Phone: 724-228-8820 EXT: 1290
E Fax: 866-269-8364

A&K Railroad Materials, Inc.
PO Box 30076 | Salt Lake City, UT. 84130 | P 800.453.8812 | www.akrailroad.com

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, A&K Railroad Materials, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At A&K Railroad Materials, Inc., we transport railroad track materials to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that A&K Railroad materials, Inc has a bright future.

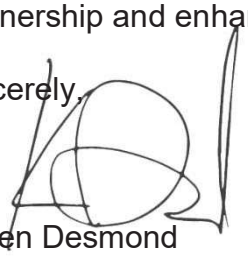
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Kellen Desmond
President
A&K Railroad Materials, Inc.
kdesmond@akrailroad.com

cc: Member Schultz
Member Hedlund

Providing What Matters

09/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Advanced Logistics and Distribution Systems LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and businesses to ensure the safe, timely delivery of our products across the country. At Advanced Logistics, we transport fuels, foods, aggregates, heavy steel, and recyclables to markets around the world and the United States. This reduces the carbon footprint for a better future for our families. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments and new commitments for growth and innovation, so that Advanced Logistics and companies alike have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including: Us Steal Mills and Petroleum Producers and Farmers of America.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers nationwide.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Don Cathcart
COO
Advanced Logistic & Distribution Systems LLC
(916) 920-9200 EXT 1007

dcathcart@advancedlogistics.com

cc: Member Schultz
Member Hedlund

ADVANCED LUBRICATION SPECIALTIES
ISO 9001:2015 Registered

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Advanced Lubrication is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Advanced Lubrication, we transport raw base oils and additives to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Advanced Lubrication has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

ADVANCED LUBRICATION SPECIALTIES
ISO 9001:2015 Registered

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Stephen Murdah

Purchasing Specialist

Advanced Lubrication Specialties

Ph (267) 525-8933

cc: Member Schultz
Member Hedlund


ADVANCED
LUBRICATION
SPECIALTIES
ISO 9001:2015 Registered

HURON, SD

[11/03/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a new customer of the Union Pacific, [***Advanced Sunflower, LLC***] is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country and into Mexico. At Advanced Sunflower LLC, we transport our South Dakota Sunflower Seeds to our customers in Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Advanced Sunflower LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

[Cesar E. Garcia Arevalo]
[S. WH Manager, Export Sales]
[Advanced Sunflower, LLC]
[605-350-8440 | cesar@advancedsunflower.com]
[740 2nd St SW | Huron, SD 57350]

Advanced Sunflower

cc: Member Schultz
Member Hedlund

AERCO PACIFIC INC

EST. 1957 LANDSCAPE CONTRACTORS

September 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Aerco Pacific is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Aerco Pacific we rely on efficient, reliable, and cost-effective transportation to meet our needs and the needs of our customers. The American freight rail network is a critical component of our nations supply chain, allowing large volumes of material to move efficiently and sustainably. We understand the importance of rail to meet the needs of our people, customers, and our national economy. We also understand rail networks need new investments, and new commitments for growth and innovation, so we can all benefit and anticipate a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling railroads to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** The ability to access a broader geographic footprint will allow shippers to better serve customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on the broader economy.

Thank you for your consideration of our perspective.

Sincerely,

Joshua Houck
President
Aerco Pacific, Inc.

cc: Member Schultz
Member Hedlund

11370-J AMALGAM WAY • RANCHO CORDOVA, CA 95670
916-635-5635 • FAX: 916-635-4906 • LIC.NO. 166242



A-FAB INC.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

[Jason Robbins]
[Manager]
[A-Fab Inc]
[jason@afab-railreload.com]

360-5071142

cc: Member Schultz
Member Hedlund



A-FAB INC.



10-2-25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *A-fab,Inc* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At A-Fab, Inc, we transport *Lumber* to markets *nationwide*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *A-fab,Inc* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers* , faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

10.15.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Aferco,inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Aferco, Inc, we transport Steel Coils to markets nationwide and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Aferco, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Adrian Fernandez
President
Aferco,Inc.
Adrian@afercoinc.com

cc: Member Schultz
Member Hedlund

AGP
Ag Processing Inc

September 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Ag Processing Inc a cooperative ("AGP") is writing to express its support for the proposed merger between Union Pacific and Norfolk Southern. AGP is a leading agribusiness cooperative owned by more than 150 regional and local cooperatives, which, in turn, are owned by over 200,000 farmers in the United States.

AGP depends on efficient, reliable, and cost-effective rail service to meet its business needs and serve the needs of both AGP's member-owners and AGP's customers. AGP transports agricultural products to markets across the United States and internationally, and the American freight rail network is a critical component of our supply chain as it allows for the movement of large volumes of products efficiently and sustainably. As a company that has been in business for over 40 years, we understand firsthand how rail networks need new investments and new commitments for growth and innovation, and how those investments can positively impact the transportation of products for the benefit of companies like AGP and the end-customer both in the present and into the future.

AGP is offering this letter of support because it believes that the proposed merger between Union Pacific and Norfolk Southern will enhance the American freight rail network and yield benefits for Union Pacific customers like AGP. Among other things, AGP feels a combined network will offer more direct rail routes and greater flexibility, thereby reducing transit times for AGP's products and increasing the speed and service that AGP is able to provide its customers. AGP also believes the proposed merger would provide it with better access to a broader geographical footprint and open new markets through East Coast export channels thereby improving the U.S. agricultural industry's ability to compete in the global marketplace.

AGP understands that regulatory review is an important part of this process, and we appreciate the ability to comment on the proposed merger and the positive impact that we believe this merger will have. Thank you in advance for your consideration of our perspective.

Sincerely,

Chris Schaffer
Chief Executive Officer
Ag Processing Inc a cooperative

cc: Member Schultz
Member Hedlund

Again Technologies, LLC

24 November 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Again Technologies, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Clients and Manufacturing partners and ensure the safe, timely delivery of our products across the country. At Again Technologies, LLC we transport formulated plastics supporting the global recycling space supplying to our mechanical and chemical recycling partners across the US and even for our own finished goods division to markets nationwide and across the globe. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Again Technologies has a bright future.

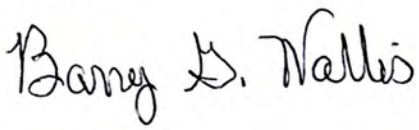
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of our clients, customers and manufacturing partners, faster and more efficiently further reducing our CI Score for better environmental benefits.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Barry G Wallis
Director
Again Technologies, LLC
bwallis@again-tech.com

817.800.6404 cell

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term partner of Union Pacific's customers, Agile Cold Storage LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Agile is a third-party provider of multi-temperature warehouse and logistics solutions and services. We depend on efficient, reliable, and cost-effective rail service to meet the needs of food manufacturers and consumers and ensure the safe, timely delivery of our products across the country. At Agile, we will use rail to transport refrigerated and frozen food for customers in Macon, GA; Newark, NJ and Bucks County, PA.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Agile Cold Storage and our team members have bright futures.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Don Schoenl
President / CEO
Agile Cold Storage LLC

don@agilecoldstorage.com

cc: Member Schultz
Member Hedlund

10-1-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, AgMark is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the end users we serve and ensure the safe, timely delivery of our products across the country. At AgMark, we transport hard red winter wheat, soybeans, yellow corn and grain sorghum to both domestic and export markets. The American rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our local producers and the cooperative owners we serve, and the key role that rail plays in connecting our local grain production to end user destinations.

We believe that the proposed merger will enhance competition and provide efficiencies for customers, like us, being served by the Union Pacific:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver grain products more timely.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

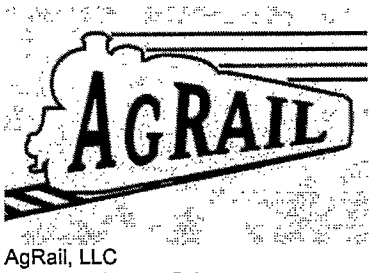
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Carrie Williams
Merchandising Manager
AgMark LLC
O:785.534.1419
C:785.738.0221
cwilliams@agmarkllc.com

cc: Member Schultz
Member Hedlund



AgRail, LLC
901 Roundhouse Drive
Bloomington, IL 61701
Phone: 309-828-8600
www.agrail.com

12/05/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, AgRail, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At AgRail, LLC we transport corn, soybeans and wheat to markets throughout the United States and also Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that AgRail LLC has a bright future.

We are one of very few customers that would move from having two Class 1 railroad options to just one. Union Pacific proactively reached out to ensure we maintain operational choices, underscoring their strong commitment to serving customers.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific shippers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

AgRail, LLC
901 Roundhouse Drive
Bloomington, IL 61701
Phone: 309-828-8600
www.agrail.com

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Chris Schaffenacker
General Manager
AgRail, LLC
chris@agrail.com

Cell: 217-737-5669

Office: 309-379-2141

cc: Member Schultz
Member Hedlund

AGRI-EMPRESA, LLC

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Agri-Empresa is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers to ship and receive products across the country. At Agri-Empresa, we transport drilling fluids, chemicals and agricultural products to markets in ten states. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Agri-Empresa has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Steve Goree
President
Agri-Empresa
432-694-1994

cc: Member Schultz
Member Hedlund

AGRI TRADING

NESTE

9/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, AgriTrading Corp/Neste is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At AgriTrading Corp/Neste, we transport animal by-products, recycled vegetables oils and feed-based commodities to markets nationwide {and then onto the rest of the world}. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that AgriTrading Corp/Neste has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

AGRI TRADING

NESTE

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Miranda Wendland

Operations Specialist, Rail
AgriTrading Corp/Neste
miranda.kaste@agritradingcorp.com

cc: Member Schultz
Member Hedlund

AGROCORP
PROCESSING

[24 Oct 2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, *Agrocorp Processing Ltd* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of [*our customers*] and ensure the safe, timely delivery of our products across the country. At *Agrocorp Processing Ltd*, we transport agriculture products like lentils, peas, starch and protein etc to markets in USA and globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *Agrocorp Processing Ltd* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

AGROCORP PROCESSING

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Shashank Khokhar

Merchant Coordinator
Agrocorp Processing Ltd
4312780173

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Aipat Oil & Gas LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to transport diesel and gasoline safely and on time to our customers throughout the United States. The American freight rail network is an essential part of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of continued investment and innovation in rail to ensure a secure and competitive market.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

• Improved Service Reliability: A combined network will create more direct routes and greater flexibility, reducing the risk of service disruptions.
• Reduced Transit Times: Fewer interchanges will shorten delivery schedules by several days, enabling faster deliveries.
• Increased Investment: A stronger transcontinental railroad will support upgrades in infrastructure, technology, and equipment, improving capacity and safety.
• Expanded Reach: Access to a broader geographic footprint will allow us to better serve our customers and reach new markets.

We encourage the Board to carefully consider the positive impact this merger will have on businesses like ours and the broader U.S. economy.

Thank you for your consideration. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Joe Alaniz III
CEO
Aipat Oil & Gas LLC
C. 361 227 0940

cc: Member Schultz
Member Hedlund

Sept. 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Airlite Plastics Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers with plastics food-grade containers. The American freight rail network is a critical component of our supply chain. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Airlite Plastics Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver goods to our customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Evan Helms Sr.
Procurement Manager
Airlite Plastics Company
ehelms@airliteplastics.com

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

Since 1892

A. L. Gilbert Company

P.O. Box 38 - 304 N. Yosemite
Oakdale, California 95361-0038
(209) 847-1721 • 524-9261 • Fax (209) 847-3542

Bulk Dairy Feeds Sacked Feeds Liquid Feeds Field Seeds

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, A.L.Gilbert Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our Agriculture Customers and ensure the safe, timely delivery of our products across the country. At A.L. Gilbert Company, we transport bulk feed to markets Nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that A.L Gilbert Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Agriculture customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

(IMAGE OF LOGO HERE)
Since 1892

A. L. Gilbert Company

P.O. Box 38 - 304 N. Yosemite
Oakdale, California 95361-0038
(209) 847-1721 • 524-9261 • Fax (209) 847-3542

Bulk Dairy Feeds Sacked Feeds Liquid Feeds Field Seeds

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David S. Gilbert
President/C.E.O.
A.L. Gilbert Company
209-602-7314

cc: Member Schultz
Member Hedlund

09/16/2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, ALL AMERICAN GRAIN LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Customers and ensure the safe, timely delivery of our products across the country. At All American Grain LLC, we transport yellow corn and hay to markets feeding roughly 350 head cattle locally and exporting hay to the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that All American Grain LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

• Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

• Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cecil Baker

Manager

All American Grain LLC

760-822-2074

cc: Member Schultz

Member Hedlund

ALL SOUTH WAREHOUSE D/C, INC.

1785 Continental Way SE

ATLANTA, GA. 30316

404-243-7566

October 30, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, All South Warehouse D/C, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At All South Warehouse D/C Inc. we provide distribution and transportation services for food, manufactured products, chemicals, and raw products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that All South Warehouse D/C, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove days from transit times, enabling us to deliver more goods to more customers at an increased speed.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Don Powell

Director Sales and Marketing

All South Warehouse D/C, Inc.

404-243-7566

donpowell@allsouthwarehouse.com

cc: Member Schultz

Member Hedlund



The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, All Star Trading is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At All Star Trading, we transport grains and feed ingredients to markets nationwide and across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that All Star Trading has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michele Caliendo
Compliance Officer

All Star Trading Inc.


ALL STAR
TRADING

ALLIANCE shippers inc.®

September 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Alliance Shippers is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Alliance Shippers competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

ALLIANCE shippers inc.®

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Steven M. Golich
President & CEO
Alliance Shippers
sgolich@alliance.com

cc: Member Schultz
Member Hedlund



9640 Clinton Dr. Houston, TX 77029 | 701 Philpot Dr. Galena Park, TX 77547 | 1717 Turning Basin Dr. St. 400 Houston, TX 77029

September 18th, 2025

To Whom It May Concern:

AllTrans Terminal Companies, LLC is a 30+ year customer of Union Pacific. In addition to a close working relationship with Union Pacific, AllTrans buys freight from all American Class I railroads. AllTrans provides terminal services, railcar loading and unloading, and first/last mile trucking for industrial products. AllTrans is responsible for hundreds of jobs in the Houston area, where we operate our steel terminals.

Both domestic and imported industrial cargo benefit from streamlined and cost-effective railroad transit. Industrial cargo on rail benefits the economy as a whole, due to its economic efficiency compared to and job creation, and to the environment, due to its lower carbon footprint. Industrial companies such as AllTrans always prefer rail transit over trucking transit, due to safety, cost-savings over truck, and the carbon efficiency of rail.

Having access to a trans-continental route, as proposed in the UPRR-NS merger, would allow companies like AllTrans to use longer and more economically effective rail rates to move industrial freight. With more efficient transportation costs, the industrial economy will realize lower costs of goods and services, and those benefits will flow into the American economy.

Please do not hesitate to reach out for follow-up, or for any specific questions.

Warmest regards,

Tyler Brown
President & CEO
AllTrans Terminal Companies
(713)-673-3844 | Tyler@alltranstc.com

alpha wax

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Alpha Wax USA is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Alpha Wax USA, we transport raw materials to the wax markets nationwide and Canada. American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Alpha Wax USA has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Casey L. Donohue

Casey L. Donohue
Sales Support and Logistics Manager
Alpha Wax USA
casey.donohue@alphawax.com

cc: Member Schultz
Member Hedlund

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Alpi USA Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Alpi USA Inc, we transport industrial components for production to markets nationwide and around the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Alpi USA Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Fernando Buricaga

Fernando Buricaga
El Paso Texas Branch Manager
Alpi USA Inc.
Mobile: 773-543-7032

cc: Member Schultz
Member Hedlund

ALPLA RECYCLING

ALPLA RECYCLING MEXICO SA DE CV.
Parque Industrial Exportec I Mz 3-Lt 6
Boulevard Miguel Aleman KM.7
CP 50200 TOLUCA Edo. de Mex. A.P. 612
Teléfono conmutador 017222755661
RFC ATR971209FN2

15/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, **ALPLA RECYCLING MEXICO S.A de C.V.** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At **ALPLA RECYCLING MEXICO S.A de C.V.,** we transport **resin, plastic products** to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **ALPLA RECYCLING MEXICO S.A de C.V.** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

JESUS NICACIO ARCE ARZATE
Legal Representative
ALPLA RECYCLING MEXICO S.A. DE C.V.

cc: Member Schultz
Member Hedlund

ALTA SIERRA
DISTRIBUTION

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Alta Sierra Distribution is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Alta Sierra, we transport Fuels to markets in the US and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Alta Sierra has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

ALTA SIERRA
—DISTRIBUTION—

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sergio Galicia
President
Alta Sierra Distribution
Ph. 713 589 5608

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuc hs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Endorsement of the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

As a representative of the ATP–TPP–ISTASA group, I am pleased to express our firm support for the proposed merger between Union Pacific and Norfolk Southern. Through TPP's longstanding and close relationship with Union Pacific at Guaymas, our group is fully informed about this process and actively involved in its progress.

TPP has a long track record in the handling and movement of bulk commodities for international transit clients—particularly copper concentrate and coal—from major production hubs in the United States. Our operations depend on dependable, efficient and cost-competitive rail services to meet customer requirements and guarantee the secure, on-time delivery of these essential goods.

As an important connector between U.S. producers, international ports and world markets, we recognize the critical role of the American freight rail network in sustaining national and international supply chains. This system allows us to move large volumes in a safe and environmentally responsible way, and we value continued investment and innovation to ensure growth, competitiveness and resilience for businesses like ours.

We believe the planned merger will reinforce competition and create tangible advantages for Union Pacific partners such as TPP, including:

- Greater Service Reliability: A unified network will provide more direct routes and increased operational flexibility, reducing exposure to service disruptions.
- Shorter Transit Times: Eliminating interchanges will shave several days off shipping schedules, helping us deliver copper concentrate and coal to our global customers faster.
- Enhanced Investment Capacity: The combined railroad will be better positioned to invest in infrastructure, equipment and technology to improve service quality, safety and capacity.
- Broader Market Access: A larger geographic footprint will allow us to serve current customers more effectively and expand into new territories.

We understand that regulatory oversight is a necessary part of the review process and respectfully urge the Board to consider the significant benefits this merger offers to companies like ours and to the broader U.S. and international economy.

Thank you for your consideration. We look forward to continuing our collaboration and to the improved services this merger will bring.

Sincerely,

Capt. Adonay Navarro Saad
General Director
On behalf of the ATP–TPP–ISTASA Group

cc: Member Schultz
Member Hedlund

ALTERA POLYMERS
ALTERNATIVE COMPOUNDING SOLUTIONS

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Altera Polymers LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Altera Polymers, we transport Polymeric Products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. Our products are utilized in multiple infrastructure projects that help drive our economy and the well being of our populace. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Altera Polymers has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific cliens like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Todd Nichols

Business Development Director

Altera Polymers LLC

1353 Exeter Rd.

Akron, OH 44306

tnichols@alterapolymers.com

330.464.8654

cc: Member Schultz
Member Hedlund


ALTERA POLYMERS
ALTERNATIVE COMPOUNDING SOLUTIONS

Azinsa
Aluminio

11/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Aluminio Y Zinc Industrial SA de CV is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Aluminio y Zinc Nacional SA de CV, we transport different products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Aluminio y Zinc Industrial has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Alberto Amezquita
General Manager
Aluminio y Zinc Industrial SA de CV
aamezquita@grupoazinsa.com.mx
+52-81 1940-2498

cc: Member Schultz
Member Hedlund

ALUMINZ

November 7, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Aluminz Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of defense critical aluminum customers such as Spectro Alloys, Novelis, Arconic, Hydro and ensure the safe, timely delivery of our products across the country. At Aluminz, we transport critical aluminum metal units to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific producers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more aluminum customers, faster and cheaper.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers, reach new ones, maximize our capital investment in Texas and hire more employees.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Richard Mayenknecht
CEO
Aluminz Corporation
rmayenknecht@aluminz.com
615-209-0378

cc: Member Schultz
Member Hedlund

November 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Alvarado Commodities, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Alvarado Commodities, Inc., we transport agricultural commodities to markets domestic and internation. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Alvardo Commodities, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Juan Alvarado, President
Alvarado Commodities, Inc.
210-558-6181

cc: Member Schultz
Member Hedlund

106 E. Rhapsody Dr., San Antonio, TX 78216 USA Tel: 210 558 6181 Fax: 210 568 6683

AMERICAN
CAST IRON PIPE COMPANY

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, American Cast Iron Pipe Co. is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, dependable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At American, we transport ductile iron pipe used in water and sewer projects as well as steel pipe to support oil and gas in the energy market nationwide. The United States freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will reduce transit times, enabling us to deliver more goods to more customers and end users, faster and more efficiently.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the STB and other relevant authorities to carefully consider the impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.

Sincerely,

R. Scott Norton

R. Scott Norton
Director of Traffic and Transportation

AMERICAN
PERLITE INC

224 Riverfarm Dr
Woodruff, SC 29388
Phone: 510.232.7337
Fax: 510.232.8127

10/02/25

Justin Clarke

Norcal Perlite/American Perlite

2605 Goodrick Ave.

Richmond, CA 94801

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Norcal Perlite/American Perlite is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of ourcustomers and ensure the safe, timely delivery of our products across the country. At Norcal/American Perlite, we Perlite ore to markets nationally and all over the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Norcal/American perlite has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for UnionPacific customers like us, including:

 Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

 Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [customers / consumers], faster.

 Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

 Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Justin Clarke

Vice President

NorCal Perlite/American Perlite

510-232-7337

justin@norcalperlite.com

cc: Member Schultz

Member Hedlund


PERLITE INSTITUTE

AMERICAN PLANT FOOD
GROWTH STARTS HERE

OFFICE | (713) 675-2231
TOLL FREE | (800) 634-2861
americanplantfood.com

903 Mayo Shell Road
PO Box 584
Galena Park, TX 77547

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

We are primarily a customer of the BNSF and UP shipping crop nutrients in both our private and railroad supplied covered hopper cars. We recognize the critical role freight rail plays in supporting our crop nutrient dealer customers and their growers who produce agricultural commodities who feed America and the world. Reliable rail service allows us to connect our business to our customers and to the ultimate grower of America's agricultural commodities. They depend on American Plant Food to deliver crop nutrients in a reliable, efficient and cost-effective manner.

To that end, American Plant Food would benefit from faster, more reliable rail service. A more efficient and resilient supply chain would allow us to access to compete in new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help allow us to grow our business by delivering single-line service and offering more direct routes.

We believe a merger that increases shipper transportation options, expands every freight railroad's geographic reach, encourages investment in infrastructure and technology is good news for us and every shipper. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, maintaining and improving competitive access, sustainability, and long-term benefits to rail shippers like ourselves and our customers. We trust that the Surface Transportation Board will safeguard these benefits when they

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Galena Park, TX 77547

undertake the process to review the proposed merger of the Union Pacific and Norfolk Southern.

Freight rail contributes to reducing highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, expand competitive access, increase rail carload volumes, and create opportunities for infrastructure investment and job growth.

We respectfully encourage the Board to take our comments into account in its consideration of the proposed transaction.

Sincerely,

Tobias M. Hlavinka
President & CEO
American Plant Food Corp
Galena Park, TX 77547

(281) 254-8493 Direct
(713) 675-2231 Office
(713) 724-9474 Mobile
thlavinka@americanplantfood.com

cc: Member Schultz
Member Hedlund

AMERICAN REFINING GROUP, INC.
Refine everything.

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, American Refining Group, Inc. strongly supports the proposed merger with Norfolk Southern.

At American Refining Group, Inc., we provide high-performance diesel engine lubricants for use in locomotive engines throughout the United States and Canada, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

77 North Kendall Avenue • Bradford, PA 16701 • http://www.amref.com
Telephone: 814-368-1200 • Fax: 814-368-1335 • Email: arg@amref.com

AMERICAN REFINING GROUP, INC.
Refine everything.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ryan Krogmeier

President, Chief Operating Officer

American Refining Group, Inc.

cc:

Member Schultz
Member Hedlund

77 North Kendall Avenue • Bradford, PA 16701 • http://www.amref.com

Telephone: 814-368-1200 • Fax: 814-368-1335 • Email: ar[illegible]@amref.com

ANDERSON COLUMBIA CO., INC.
P.O. Box 1829 • Lake City, FL 32056-1829
(386) 752-7585 • (386) 755-5430 FAX

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Anderson Columbia Co., Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Anderson Columbia, we transport aggregates to markets in the southeast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Anderson Columbia has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian P. Schreiber
Vice President
Anderson Columbia Co., Inc.
brian.schreiber@andersoncolumbia.com

cc: Member Schultz
Member Hedlund

Friday Oct. 3rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Anthony Marano Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Anthony Marano Company, we transport potatoes and onions to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that the Anthony Marano Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Matthew Swanson
Director, Potato and Onion Department
Anthony Marano Company
Matthews@amarano.com

773.321.7565

cc: Member Schultz
Member Hedlund

APEX COLD STORAGE

Street Address & Mailing Address:
3400 Industry Dr. East.
Suite A
Fife, WA 98424

Telephone 253.926.1050
Fax 253.926.0484
Email FifeService@apexcoldstorage.com
Billing Accounting@apexcoldstorage.com

September 26,2025

The Honorable Patric J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington DC 20423

Dear Chairman,

Apex Cold Storage is writing to express our support for the Union Pacific and the proposed merger Norfolk Southern. As a customer working with the Union Pacific Railroad for some 30 years, we are in hopes this merger will reward Apex and its customers with faster transit times through the mid-west to the PNW.

As a small cold storage in the PNW, a lot of our business and customer base relies on the railroad network to move their goods. Pork from Smithfield is a long-standing customer, and Wayne Farms is now shipping poultry from the south to us almost weekly, to meet our customer Plymouth Poultry's sales demands. We are also sending products east now for several seafood companies, Westward, UniSea, and Glasier seafoods, getting their Alaskan Pollock to the East Coast processors for Government Bids as well as other customers' needs.

It seems after twenty-five years in this location; our customers are seeing the value added by shipping via rail. We see no reason with the improved availability of equipment, improvement of reliability, and improved transit times, will increase business, adding value to all business across the network. As business talks about the improved efficiency that has been added, it can only bring additional value to the country for expediting goods.

We understand there are processes and reviews that must be part of the process, so we urge the proper authorities to consider the positive impact this will have on our great country and help business large and small.

Thank you for your time and consideration. Looking forward to what the upcoming improvements might bring to our business.

Sincerely.

Ernie Uttecht
General Manager
Apex Cold Storage
253 926 1050 Office
253 318 9918 cell

September 9, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, APL Logistics Ltd. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our company relies on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country.

The American freight rail network is a critical component of our supply chain, allowing us to transport a multitude of goods nationwide and to the rest of the world both efficiently and sustainably. We understand the importance of this network to our employees, our products, and our national economy. We also know firsthand that these rail networks need new investments and new commitments for growth and innovation to ensure a bright future for APL Logistics Ltd.

We believe that this proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us. These benefits include:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the merger will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The new transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our existing customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the enhanced service that this merger will bring.

Sincerely,

Fabio Duque (Sep 9, 2025 14:54:51 CDT)

Fabio Duque
Chief Operations and Commercial Officer
Americas and EMEA APL Logistics Ltd.
fabio_duque@apllogistics.com

cc: Member Schultz, Member Hedlund

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Applied Specialties is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Applied Specialties, we transport water treatment] to markets nationwide The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that applied Specialties has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more ustomers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael D. Brown
Director of Manufacturing
Applied Specialties Innovations LLC
33555 Pin Oak Pkwy

Avon Lake, OH 44012

cc: Member Schultz
Member Hedlund

ARRIMAGE IDÉAL
TRANSBORDEMENT FERROVIAIRE – ENTREPOSAGE

Boucherville, September 29th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Arrimage Ideal is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our clients and ensure the safe, timely delivery of our products across the country. At Arrimage Ideal, we transport steel in many form, beams, angles, rebars, plates, round bars, etc. to markets in the province of Québec. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Arrimage Ideal has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more clients, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Julie Deschamps, President, Arrimage Ideal
450-442-3122 admin@arrimageideal.com
cc: Member Schultz
Member Hedlund

AMG

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Athens Management Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of ourselves and our partners and ensure the safe, timely delivery of our products across the country. At Athens Management Group, we transport agricultural products like grain to markets across the nation. Some of these products are for domestic use and some time it is a connector to go on to export markets The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Athens Management Group has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific loyal customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

AMG

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Schwenneker

CEO

Athens Management Group

jschwenneker@nexus.coop

515-985-9193 cell

cc: Member Schultz
Member Hedlund

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10/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Atlas Roofing is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our roofing customers and ensure the safe, timely delivery of our products across the country. At Atlas Roofing, we transport complete roofing system, including asphalt shingles, underlayment's, and ventilation products to markets *nationwide.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Atlas Roofing has a bright future.

Atlas Roofing's support is contingent upon two critical factors:

1. **Service Levels Must Be Maintained and Improved** – It is imperative that current service standards, reliability, and transit times are not compromised as a result of the merger. We rely on consistent, predictable rail performance to meet customer demand and maintain efficient supply chain operations.
2. **Competition Must Be Preserved** – Maintaining a healthy level of competition among rail carriers is essential to prevent service degradation, cost escalation, and limited access for shippers. The merged entity must ensure open access, fair pricing, and transparent operational practices to preserve market balance and protect customers.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

(INSERT LOGO HERE)

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Signed by:
Syed Ali
F8E1709A13E94C2...

Syed Ali
Director of Supply Chain
Atlas Roofing

cc: Member Schultz
Member Hedlund

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09/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Atlas Trading International is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Atlas Trading International, we transport Forest Products to markets nationwide and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Atlas Trading International has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Imelda Tellez
Vice President
Atlas Trading International
(503) 646-4800

Imelda@atlastradinginternational.com

cc: Member Schultz
Member Hedlund

AUDAXIA Logística

October 10th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Audaxia Logística is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Audaxia Logística, we transport steel products southbound into Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Fernando Moreno
Commercial Manager
Audaxia Logística
Ph +52 8183634919

cc: Member Schultz
Member Hedlund

AURORA COOPERATIVE

9/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Aurora Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Aurora Cooperative, we transport multiple ag products including Corn, Soybeans, Wheat and fertilizers to and from markets nationwide, The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Aurora Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

AURORA COOPERATIVE

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Samuel Johnson
Director of Merchandising & Risk Management
Aurora Cooperative

Phone: (402) 694-7621 | Mobile: (402) 984-6975

Email: sjohnson@auroracoop.com

cc: Member Schultz
Member Hedlund


AURORA
COOPERATIVE

AXIS
PIPE AND TUBE

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Axis Pipe and Tube, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Axis Pipe and Tube, LLC we transport our raw material, hot rolled steel coils from the steel mill to our plant in Bryan, TX The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Axis Pipe and Tube, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

16420 Park Ten Place, Suite 412
Houston, Texas 77084
Tel: (979) 599-7600

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Rusty Fisher
CEO / Sr. VP Commercial
Axis Pipe and Tube, LLC
rusty.fisher@axispipeandtube.com, 214-673-6159

16420 Park Ten Place, Suite 412
Houston, Texas 77084
Tel: (979) 599-7600
www.axispipeandtube.com

Aziz Anderson Of El Paso
Reload And Distribution Center

November 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific since 1997, Aziz Anderson of El Paso LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Aziz Anderson of El Paso LLC, we are the only rail service in Downtown El Paso Tx. And we provide unloading of US Lumber to export to Mexico and El Paso and New Mexico for manufacturing. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Aziz Anderson of El Paso has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and Aziz Anderson of El Paso LLC like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Aziz Anderson of El Paso LLC, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Aziz Anderson Of El Paso
Reload And Distribution Center

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Eduardo Aziz
Owner
Aziz Anderson of El Paso LLC
e.aziz@azizanderson.net

Office 915-533-9411

Cell 915-727-4228

cc: Member Schultz
Member Hedlund


Aziz Anderson Of El Paso
Reload And Distribution Center

September 24 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a potential customer of Union Pacific, Azure Sustainable Fuels Corp. ("Azure") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the renewable fuels industry and ensure the safe, timely delivery of our products across the country. At Azure, we plan to transport Sustainable Aviation Fuel, Renewable Diesel, Renewable Naphtha, and Renewable Propane to markets both domestic and international. The American freight rail network is a critical component of our supply chain, which will allow us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Azure has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more airports and end users, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Stu Roberts
President, Azure Sustainable Fuels Corp.

cc: Member Schultz
Member Hedlund

(928) 782-2571
www.barkleyseed.com

P.O. Box 5540
Yuma, Arizona 85366

BARKLEY SEED
INCORPORATED

Surface Transportation Board
Attn: Chairman Patrick J. Fuchs
395 E Street SW
Washington, DC 20423

September 17, 2025

Re: Support for the Union Pacific–Norfolk Southern Merger

Chairman Fuchs and Members Schultz and Hedlund,

Barkley Seed, Inc. ships millions of pounds of agricultural grain every year, both domestically and internationally. Our supply chain relies on dependable rail service—particularly Union Pacific's routes that moves grain for delivery within the United States and export grain to Houston for export vessel loading. We believe the proposed Union Pacific–Norfolk Southern merger represents a rare opportunity to strengthen that network and create meaningful advantages for U.S. agriculture and export trade.

Why This Matters to Our Business

- **Stronger Service Reliability** – A unified UP-NS system promises a single, integrated operating plan, which should translate to fewer hand-offs and less disruption during peak shipping windows.
- **Faster, More Economical Access** – Eliminating interchanges and expanding direct routes can reduce days from current transit times and make domestic markets now out of reach by rail economically viable.
- **Broader Export Options** – Additional Gulf and East Coast port connections could lower costs and add flexibility when scheduling vessels for our overseas customers.
- **Commitment to Investment** – A combined carrier is better positioned to invest in equipment, technology, and infrastructure that improve capacity, safety, and environmental performance.

Our Request

We urge the Board to weigh these benefits as it evaluates the transaction. For Barkley Seed, any improvement in cost-effective, reliable rail service strengthens our ability to serve growers, processors, and international buyers alike.

Thank you for considering our perspective on this important matter.

Respectfully,

Dwayne T. Alford

Dwayne T. Alford
Executive Vice President
Barkley Seed, Inc.
Direct Line (928) 217-3158 / dalford@barkleyseed.com

September 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bay and Bay strongly supports the proposed merger with Norfolk Southern.

Our business relies on efficient, reliable, and cost-effective rail service to meet customer demands and ensure safe, timely deliveries nationwide. As an intermodal marketing company competing with over-the-road trucking, rail is essential to offering scalable, sustainable transportation solutions.

We believe this merger will deliver meaningful benefits, including:

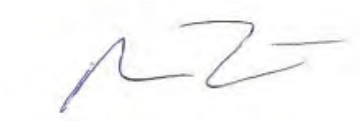
- **Greater Reliability**: A unified network will reduce service disruptions and offer more direct routing.
- **Faster Transit Times**: Eliminating interchanges will shorten delivery times by several days.
- **Stronger Investment**: A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment.
- **Expanded Reach**: A broader network will help us serve existing customers more effectively and reach new markets.

We're optimistic this merger will drive innovation, improve service, and enhance the overall customer experience. We also value marketplace flexibility. Continued access to other carriers like CSX and BNSF remains vital to our operations and the health of the freight ecosystem.

We appreciate the importance of regulatory review and encourage you to consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration. We look forward to the enhanced service and partnership this merger promises.

Sincerely,



Matt Carlton
Director of Intermodal Business Development
Bay & Bay Transportation
mcarlton@bayandbay.com

cc: Member Schultz
Member Hedlund

9-11-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Beasley Forest Products LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of SYP and crane mats customers and ensure the safe, timely delivery of our products across the country. At Beasley. we transport Lumber and Crane Mats to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Beasley has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and Beasley like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Truss Beasley

VP of Business Development

Beasley Group

912-375-5174

Truss.Beasley@Beasleygroup.com

cc: Member Schultz
Member Hedlund

Beaver Freight Services, LLC
3835 NE Hancock St, Suite 203 ▪ Portland, OR 97212
503-281-4645

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a long-time customer of Union Pacific, Beaver Freight Services, LLC (BFS) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company relies on efficient, reliable, and cost-effective rail service to meet the needs of BFS and ensure the safe and timely delivery of our products across the country. At BFS, we transport agricultural goods, manufactured products, and lumber products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We recognize the significance of rail to our employees, our products, and the national economy. We also understand firsthand how these rail networks require new investments and commitments for growth and innovation, ensuring that BFS has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and BFS, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to serve our customers better and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Timothy J. Miller
Owner, Beaver Freight Services, LLC

cc: Member Schultz
Member Hedlund

Agente Aduanal Benito Martínez S.C.

ISO 9001:2008

EMPRESA SOCIALMENTE RESPONSABLE

10/09/2025

THE HONORABLE PATRICK J. FUCHS
CHAIRMAN
SURFACE TRANSPORTATION BOARD
395 E STREET SW
WASHINGTON, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, **AGENTE ADUANAL BENITO MARTINEZ** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products to and from Mexico. At **AGENTE ADUANAL BENITO MARTINEZ**, we transport north bound chemicals, minerals, tequila, and south bound chemicals, minerals, rail cars, furniture to markets to and from Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **AGENTE ADUANAL BENITO MARTINEZ** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
BENITO MARTINEZ
PRESIDENT
AGENTE ADUANAL BENITO MARTINEZ
878 78 27784
cc: Member Schultz
Member Hedlund

BES BEAN
COMPANY INC.

E5210 1040th Ave
Wheeler, WI 54772
715-632-2319

9-22-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bes Bean is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Bes Bean, we transport edible beans (Kidney,Black beans and Pinto beans) to markets nation wide and to ports for international trade as well. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Bes Bean has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Jerry Emmert
Co-Owner and Partner
Bes Bean Co.
715-377-2940 cell

cc: Member Schultz
Member Hedlund

M (319) 753-1100
F (319) 753-1103
211 North Gear, Suite 200
West Burlington, IA 52655
www.BigRiverResources.com

Big River Resources, LLC

Community Preservation, Employment, Return on Investment

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Big River Resources, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Big River Resources, LLC we transport agricultural goods including ethanol, dried distillers' grains, and corn oil to markets nationally and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Big River Resources, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David P. Zimmerman

David P. Zimmerman
CEO
Big River Resources, LLC
David.Zimmerman@bigriverresources.com

cc: Member Schultz
Member Hedlund

BIGHORN RAM
Energy

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Big Horn Ram LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to transport diesel fuel safely and on time to our customers throughout the United States. The American freight rail network is an essential part of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of continued investment and innovation in rail to ensure a secure and competitive market.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

• Improved Service Reliability: A combined network will create more direct routes and greater flexibility, reducing the risk of service disruptions.
• Reduced Transit Times: Fewer interchanges will shorten delivery schedules by several days, enabling faster deliveries.
• Increased Investment: A stronger transcontinental railroad will support upgrades in infrastructure, technology, and equipment, improving capacity and safety.
• Expanded Reach: Access to a broader geographic footprint will allow us to better serve our customers and reach new markets.

We encourage the Board to carefully consider the positive impact this merger will have on businesses like ours and the broader U.S. economy.

BIGHORN RAM
Energy

Thank you for your consideration. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Brandon Ramirez
Rail logistics manager
Big Horn Ram LLC
C. 956 603 7018

cc: Member Schultz
Member Hedlund

binderholz

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, and of other US Railroads, Binderholz Timber LLC, the Atlanta based sales branch of Austrian owned Binderholz is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

We are in the lumber business operating a US Sawmill in Live Oak, FL and Enfield, NC. These mills are located on the CSX Railroad. But we also import products to both East Coast and Gulf Coast ports which could ship either on the NS or Union Pacific.

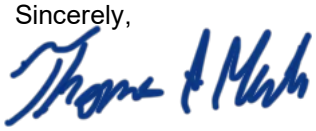
The way the US Rail System is laid out and parceled up makes it difficult for us to reach customers in an efficient and cost-effective manner. Mergers that create companies that can seamlessly ship on one bill of lading with one rate can only be supported. Its ridiculous to ship from Lake Charles to the Northeast for example and being basically charged twice for the same railcar, making the entire transaction cost prohibitive.

This expanded reach argument makes the supply chain flexible and enables shippers to move things around in case of need. In particular, upcoming logistics challenges created through international conflicts will require such flexibility to create shock resilient supply chains.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Thomas Mende

Chief Sales Officer
Binderholz Timber LLC
Thomas.mende@binderholz.com
843-298-3220

cc: Member Schultz
Member Hedlund

October 21th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bio Pappel Titan is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Bio Pappel, we transport brown paper, corrugated packaging and paper bags, to markets *nationwide and then onto the rest of the world*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that [*Your Company Name*] has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jorge A. Mendez
Coordinator Supply Chain and Logistics
Bio Pappel Titan Staff
55 9126 6000 Ext 6249

cc: Member Schultz
Member Hedlund

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Black Gold Terminal is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Shreveport, LA and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Beau Maida
CEO
Black Gold Terminal
Bmaida@blacklandsrailroad.com

cc: Member Schultz
Member Hedlund

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senior Vice President of Global Supply Chain of the Blue Diamond Growers farm cooperative, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

More than 70% of California's almonds are exported worldwide, making dependable, flexible, and sustainable transportation important for maintaining profitability and resilience. Blue Diamond Growers has benefited from the Union Pacific's ability to integrate multiple ports across the United States, and we are supportive of this merger as it only further creates agricultural resilience for multiple port capabilities.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Steve Schult

Steve Schult

cc: Member Schultz
Member Hedlund

BLUEGRASS
COMMODITIES

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

24 September 2025

Dear Chairman Fuchs,

Re: Support for Union Pacific and Norfolk Southern Merger

As a longtime customer of Union Pacific, Bluegrass Commodities LP is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Bluegrass Commodities LP, we transport 30 million tons of thermal coal to domestic utility clients in the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that companies like ours have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for partners of Union Pacific like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones as we continue to grow into new markets

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Yours faithfully,

Peter Pritchard
Chief Executive Officer
Bluegrass Commodities LP
Peter.Pritchard@jvln.com
+1-646-586-9529

1431 Opus Place, Suite 210
Downers Grove, Illinois 60515
865-247-4204
info@bluegrassnr.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 24, 2025

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a longtime customer of Norfolk Southern, Bluegrass Natural Resources LLC is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, both domestic and overseas, and ensure the safe, timely delivery of our products across the country. At Bluegrass Natural Resources LLC, we transport Metallurgical Coal originating in North America to markets throughout the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that companies like ours have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for partners of Union Pacific and Norfolk Southern like us, including:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times**: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones as we continue to grow into new markets.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Yours faithfully,

Fran Taglia
President
Bluegrass Natural Resources LLC
ftaglia@bluegrassnr.com

Bluff City Materials, Inc.

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bluff City Materials, Inc., is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of power companies, municipalities, manufacturing businesses and construction contracts and ensure the safe, timely delivery of products across the country. At Bluff City Materials, Inc., we transport manufactured goods and raw materials for asphalt, concrete, and construction to markets within the States of Illinois and Wisconsin.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Bluff City Materials, Inc., has a bright future.

We believe that the proposed merger will enhance competition and market availability of commodities in our region and yield significant benefits for Union Pacific customers like us, including:

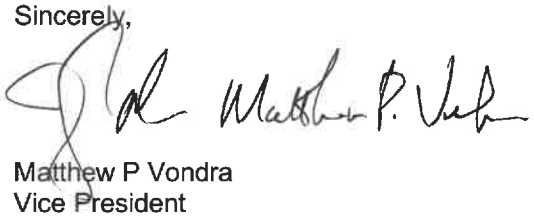
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more resources to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

2252 Southwind Blvd. | Bartlett, IL 60103
Phone: (630) 497-8700 | Fax: (630) 497-3477

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Matthew P Vondra
Vice President
Bluff City Materials, Inc.
630-503-5000

cc: Member Schultz
Member Hedlund

BOSSELMAN ENERGY COMPANIES

11/2/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bosselman Energy is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Bosselman Energy, we transport lubrication products to markets in Nebraska and Kansas. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Bosselman Energy has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Steve Allen
Sales Manager
Bosselman Energy
steve.allen@bosselmanenergy.com

cc: Member Schultz
Member Hedlund

Date: November14th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Botavia Energy, LLC
7495 W Azure Dr
Ste 102
Las Vegas, NV 89130
United States

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Botavia Energy, LLC ("Botavia") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our small company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Botavia, we market and distribute energy products to markets [which include the United States, Canada and Latin American markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Botavia has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Tel. +1 (702) 522-8552
Toll. +1 (866) 901-0544
Fax. +1 (702) 442-0764

www.BotaviaEnergy.com

Cristian Sanchez
Botavia Energy, LLC

cc: Member Schultz
Member Hedlund

BoxLinks 400 Kelby St. STE 1602, Fort Lee, NJ 07024 www.BoxLinks.com

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Boxlinks LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Boxlinks, we transport appliances, agricultural goods, chemicals, and paper goods to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Boxlinks has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

June Hong
CEO
Boxlinks LLC
june.hong@boxlinks.com
551-455-4581

cc: Member Schultz
Member Hedlund

BRANDT
COMPANY, INC.
CUSTOM CATTLE FEEDING • BIG BALES
Office (760) 344-3430 • Fax (760) 344-8523 • Feedlot (760) 348-2295
299 WEST MAIN STREET • P. O. BOX 118 • BRAWLEY, CALIFORNIA 92227

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Brandt Company Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the yellow corn needs of our cattle herd. Brandt Company Inc. is currently feeding 140,000 heads of cattle at our Calipatria, California feeding facility. Annually, the UP transports over 350,000 tons of yellow corn from the Midwest to All American Grain LLC, which is then delivered to our facility. The safe and timely delivery of feed products to our cattle is vital. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Brandt Company Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and UP customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive our grain faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the

broader economy. Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Mark Brandt
Vice President
Brandt Company Inc.
mark@brandtco.net

cc: Member Schultz
Member Hedlund

BRAVO
CUSTOMS BROKER SERVICES

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
365 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long time, customer of Union Pacific, Bravo Customs Broker Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our business depends on a reliable, efficient, and cost-effective rail network to serve a wide range of industries, with a particular focus on the automotive sector. We play pivotal role in moving critical parts and components to markets cross the country. And in some cases, to international destinations. By reducing bottlenecks, strengthening connections, and ensuring timely deliveries, rail service allows to help carriers, suppliers, and customers operate more smoothly and effectively.

The American freight rail system is a corner stone of our supply chain, it enables us to move large volumes of freight safely, sustainably, and on time, supporting not only our operation but also the broader economy. We know firsthand that rail networks require continuous investment, innovation, and long-term commitments to meet the demands of modern supply chains.

For Bravo Customs Broker Services, a stronger and more integrated rail system is essential to our future and to the success of the industries we serve. That is why we fully support this merger and the opportunities it creates for growth, reliability, and supply chain resilience.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times**: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment further improving service quality, capacity, and safety

PHONE: (830) 773-4141 P.O.BOX 1526-EAGLE PASS, TEXAS 78853-1526 FAX (830) 773-9347
www.bravocustoms.com

- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ricardo González
CEO
Bravo Customs Broker Services Inc.
Ricardo@bravocustoms.com



11/5/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Brick Design Co is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Brick Design, we transport brick to markets throughout the mountain west. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that [Brick Design] has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [customers], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Robert Blackmore
President
Brick Design
7608 S Holden Street
Midvale UT 84047

(801) 233-8191

cc: Member Schultz
Member Hedlund

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping cementitious products, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,



Todd Laker

cc: Member Schultz
Member Hedlund

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bridgestone Americas Tire Operations, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers, manufacturing facilities, and consumers and ensure the safe, timely delivery of our products across the country. At Bridgestone Americas, we transport mining and construction tires as well as raw materials that supply tire product to markets and our domestic manufacturing facilities. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Bridgestone Americas has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more manufacturing facilities and customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Dan Vits
Logistics Manager, Off Road Tire Division
Bridgestone Americas Tire Operations, LLC
Email: vitsdan@bfusa.com

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)



September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Broken Arrow, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Broken Arrow, we transport De-Icing Salt as well as Water Softener Salt to markets Nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Broken Arrow has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

(INSERT LOGO HERE)



We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jared Bunn

President

Broken Arrow, Inc.

jbunn@brokenarrowusa.com

cc: Member Schultz
Member Hedlund

BROWNSVILLE GULFSIDE WAREHOUSE, INC.

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Brownsville Gulfside Warehouse Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Brownsville Gulfside Warehouse Inc., we handle and transport a wide range of goods—including Aluminum Ingots, Aluminum Billets, Cal Flux 56, Lumber, Bagged Sugar, and Aluminum Fluoride—to markets nationwide and beyond. The American freight rail network is a vital part of our supply chain, enabling us to move large volumes efficiently and sustainably.

We understand the critical role rail plays not only in our operations, but also in supporting our workforce and contributing to the broader national economy. We also recognize the need for new investment, innovation, and long-term commitments to strengthen our rail infrastructure. For companies like ours, the future depends on a modern, resilient, and growth-oriented freight rail system.

We believe that the proposed merger will deliver meaningful benefits to customers, the rail network, and the economy at large. These include:

- **Improved Service Reliability:** A unified network will enable more direct routing and greater operational flexibility, reducing the likelihood of service disruptions.
- **Reduced Transit Times:** By eliminating handoffs and interchanges, the combined network can significantly reduce transit times, helping us serve customers more quickly and efficiently.
- **Increased Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further enhancing service, capacity, and safety.
- **Expanded Reach:** With a broader geographic footprint, we will have greater access to new markets and be able to better serve our existing customers.

We recognize that regulatory review is an essential step in the merger process, and we respectfully urge the Surface Transportation Board to consider the strong, positive impact this merger would have on shippers like Brownsville Gulfside Warehouse Inc. and on the national freight transportation landscape.

Thank you for your consideration. We look forward to the enhanced service and new opportunities this merger will bring.

Sincerely,

Ernesto Gutierrez

Brownsville Gulfside Warehouse Inc.

Ernesto Gutierrez
Managing Partner
400 R.L. OSTOS RD
Telephone – 956 831-4221
Cel- 956 455-7064
Cel- +52 (81) 20 22 7034
www.brownsvillegulfside.com

cc: Member Schultz
Member Hedlund

BTX ENERGY LLC

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, BTX Energy, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At BTX Energy, LLC, we transport petroleum and petrochemical to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that BTX Energy, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Gonzalo Santana

Product Procurement Manager

BTX Energy, LLC

(281)229-4296

cc: Member Schultz
Member Hedlund


BTX ENERGY LLC

BULKMATIC
DE MÉXICO

September 26th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer and user of Union Pacific service in the Mexican Market, Bulkmatic de México is willing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our Mexican and American customers and consumers and ensure the safe, timely delivery of our products across the country. At Bulkmatic de México in its 14 rail terminals in México, we receive several goods and commodities such as fuels, plastic resin, chemical products, food grade materials and minerals, between others, which are transported by UP in the American side addressed to markets of energy, electronics, automotive, OEMs, pharmaceutical, chemical industry, food and beverages and bakery in our country. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also comprehend how these rail networks need new investments, and new commitments for growth and innovation, so that Bulkmatic de México has a bright future in North America.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

Av. Pedro Ramírez Vazquez, 200-5, Torre 5, piso 9, Col. Valle Oriente,
San Pedro Garza García, N.L. C.P 66269

www.bulkmatic.com.mx

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, consumers and producers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Francisco Javier Melo Valdés
Chief Commercial Officer
Bulkmatic de México
fmelo@bulkmatic.com.mx
51 8182807241

cc: Member Schultz
Member Hedlund



10/6/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Bushman Organic Farms Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Bushman Organic Farms, we transport organic soybean meal and soybeans to markets across the United States and Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Bushman Organic Farms has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Todd Bushman
Manager
Bushman Organic Farms Inc
todd@bushmanorganics.com

cc:

Member Schultz
Member Hedlund

(INSERT LOGO HERE)

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Butterfield Enterprises is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Butterfield we transport asphalt products to markets to various points across the country. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Butterfield Enterprises has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

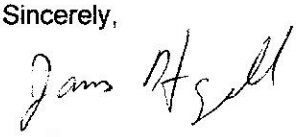
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

(INSERT LOGO HERE)

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



James Hazell
Logistics Manager
Butterfield Enterprises, LLC.
Email: jbhaz7@gmail.com
Phone: 720-635-8834

cc: Member Schultz
Member Hedlund

100 Railroad Avenue
Washington, NJ 07882

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

CAD Logistics, LLC, one of the primary railcar produce handlers in America's largest produce market, is writing to express our support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

Since the United States was connected by a golden spike in Promontory Point, Utah, in 1869, America has enjoyed the benefits of the greatest freight rail system in the world. Over 150 years later, a vision that is the work of countless American men and women stands to be realized: shipping a railcar under a single bill over a single railroad from coast to coast.

Like many industries in America, our company and our customers need efficient, reliable, safe, and truck competitive rail service to do our part to employ American workers and feed American families. From our perspective, the proposed UP and NS merger will help us do so and grow the U.S. economy from a combination of the following benefits:

Reduced Railcar Handling – By eliminating interchanges where railcars are handed off from one railroad to another, service times from coast to coast will improve by several days. Current interchange points of Chicago, Kansas City, St. Louis and Memphis will be eliminated, which will keep railcars flowing more quickly from coast to coast. Less handling and delays also lessen the chance of product shift, damage and theft.

More Competitive Pricing – The UP and NS combination will result in more truck competitive pricing. Imagine when flying coast to coast; you receive a cheaper fare on a single airline than a combination of two, not to mention the additional delays and stops needed to travel across multiple providers. The same is true on rail through the reduction of interchange points and their associated costs. The watershed areas near current UP and NS interchange points along the Mississippi River will receive particularly enhanced economic competitiveness since the

combined railroad will not have to charge minimum rates on short haul moves that make existing opportunities impractical.

Eliminate Cross Towns – Intermodal companies currently tasked with trucking their containers between UP and NS intermodal yards in Chicago, Kansas City, St. Louis and Memphis will finally be able to leave their trailers and containers on railcars for the entirety of the move. This time and cost savings will help U.S. intermodal traffic grow over the next decade.

We only need to look north to Canada to see the benefits of a true Transcontinental railroad, where Canadian National and Canadian Pacific have both demonstrated the benefits of keeping railcars on a single line between their country's largest markets. The UP and NS merger will bring those benefits to America, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for taking the time to consider our perspective.

Sincerely,

Scott Harris
President of Business Development, CCO
CAD Logistics, LLC

cc: Member Schultz
Member Hedlund

CALIDRA
SIEMPRE AHÍ

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Omar Benavides
International Logistics
Grupo Calidra
obenavides@calidra.com.mx

cc: Member Schultz
Member Hedlund

CALIDRA

SIEMPRE AHÍ

September 30,2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Grupo Calidra is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers such as Freeport McMoRan, Chevron, Atlantic Alumina (ATALCO) and ensure the safe, timely delivery of our products across the country. At Grupo Calidra, we transport Lime & Quicklime to markets nationwide and onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Grupo Calidra has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

www.calidra.com 01 (800) 5000 499

CALIFORNIA TRANSIT SERVICES

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, California Transit Services writes to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company relies on efficient, reliable, and cost-effective rail service to meet our customers' needs and ensure the safe, timely delivery of our products nationwide. At California Transit Services, we transport oleochemicals and food-grade oils to markets across the country. The American freight rail network is a vital part of our supply chain, enabling us to move large volumes effectively and sustainably. We recognize the importance of rail to our employees, our products, and our nation's economy. We also see firsthand how these rail networks require new investments and commitments for growth and innovation, so California Transit Services can have a promising future.

We believe that the proposed merger will improve competition and bring significant benefits to Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We recognize that regulatory review is a crucial part of this process, and we urge the relevant authorities to thoughtfully consider the positive impact this merger will have on businesses like ours and the wider economy.

Thank you for considering our perspective. We look forward to ongoing partnership and improved service resulting from this merger.

Sincerely,



Allan Jara
Director
California Transit Services
allan@caltransservices.com

cc: Member Schultz
Member Hedlund

CANADIAN ENGINEERED WOOD PRODUCTS

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific Canadian Engineered Wood Products is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Canadian Engineered Wood Products, we transport, lumber products to markets from Canada to the United States and from the United States to Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Canadian Engineered Wood Products has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kathy Thompson

Logistics

Direct: 403-887-9825

kathy@cewp.ca

cc: Member Schultz
Member Hedlund

CARBON PARTNERS

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Date
22 October 2025

Carbon Partners, Inc.
9721 Cogdill Road, Suite 201
Knoxville, TN 37932
USA

T +1-865 769 9094
E cpi@carbonpartnersinc.com

Read more on
www.carbonpartners.no

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a long-term customer of both the Union Pacific and Norfolk Southern, Carbon Partners Inc. ("CPI") is writing to express our strong support for the proposed merger between these two great Class I railroads.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our producers / consumers and ensure the safe, timely delivery of our products across the country. At CPI, we transport thermal and metallurgical grade coals to markets across the country as well as internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CPI has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to a more diverse customer base, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Yours sincerely

Tim Patterson
President / CEO

CARPENTER PAPER COMPANY

1101 FORT CROOK ROAD NORTH, BELLEVUE, NEBRASKA 68005 402-731-2222 WWW.CARPENTERPAPER.COM

09/25/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Carpenter Paper Co is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Carpenter Paper Co., we transport rolls of paper to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Carpenter Paper has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

CARPENTER PAPER COMPANY

1101 FORT CROOK ROAD NORTH, BELLEVUE, NEBRASKA 68005 402-731-2222 WWW.CARPENTERPAPER.COM

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Randall T. Nash
Partner
Carpenter Paper Co
1101 Fort Crook Rd N
Bellevue, NE 68005

402-731-2222
randynash@carpenterpaper.com

cc: Member Schultz
Member Hedlund







Cascade Steel Rolling Mills, Inc.
3200 North Hwy 99W
McMinnville, OR 97128

10/27/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cascade Steel Rolling Mills is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers as well as our raw materials use and ensure the safe, timely delivery of our products across the country. At Cascade Steel Rolling Mills, we transport finished steel products (rebar, wire rod) to markets throughout the Northwest of the USA. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cascade Steel Rolling Mills has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Cascade Steel Rolling Mills, Inc.
3200 North Hwy 99W
McMinnville, OR 97128

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Jose Gutierrez
Director of Operations
Cascade Steel Rolling Mills

cc: Member Schultz
Member Hedlund

Cedar Grove Warehouse Inc.

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Cedar Grove Warehouse, Inc., and Cedar Grove Logistics, LLC, strongly supports the proposed merger with Norfolk Southern.

At Cedar Grove Warehouse, Inc and Cedar Grove Logistics, LLC, we provide a network of food grade cold storage facilities, and utilize railroad owned assets as well as a fleet of our own refrigerated railcars. Together we move our nation's food across the country, not only to feed America, but also out to the ports to feed the world. The smooth, consistent operation of freight rail service across the country benefits us all as it forms the backbone of our nation's supply chain. The extension of the Union Pacific's reach from coast to coast, by expanding their freight rail network, will enable us to move products sustainably and even more efficiently. This, while supporting great paying American jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's supplier partners, like ourselves, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We truly believe our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Regulatory review is an important part of this process and should not be overlooked. We encourage the relevant authorities to carefully consider the positive impact this merger will have on supplier partners like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and expanded partnership that this merger will bring.

Sincerely,

Andrew R. Selk
President
Cedar Grove Warehouse, Inc.
Cedar Grove Logistics, LLC
323 South Main Street
Cedar Grove, WI 53013
andy@cedargrovewarehouse.com

cc: Member Schultz
Member Hedlund



Nov, 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping building materials and lumber, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My Business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific-Norfolk Souther merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Carter Smith

Carter Smith

Cc: Member Schultz
Member Hedlund

09/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping steel, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Tom Delpit

cc: Member Schultz
Member Hedlund



10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime rail user, *Centerville Produce LLC* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Centerville Produce LLC, we transport pulse grains and value-added ag products to markets across the Midwest and East coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Centerville Produce has a bright future. The merger of Union Pacific and Norfolk Southern will greatly enhance our ability to reach new markets and create better competition.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Ryan Stober
President
Centerville Produce LLC
1209 S 18th St

Centerville, IA 52544

Feedman72@gmail.com

cc: Member Schultz
Member Hedlund

CENTRAL 57
IMPORTERS & EXPORTERS, INC.
==== Forwarding Agency ====

[
OCTOBER 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central 57 Imp. & Exp., Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our (customers/consumers) and ensure the safe, timely delivery of our products across the country. At Central 57 Imp. & Exp., Inc., we transport steel coils, steel plate, lumber, to markets [nationwide {and then onto the rest of the world}). The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central 57 Imp. & Exp., Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [customers/partners] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
  - **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to USA and Mexico customers/consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

1401 INDUSTRIAL Blvd.
P.O. Box 530
Eagle Pass, Tx 78852
Ph (830)773-1147

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sonia M. Shannon
Asst. Sec. of the Corporation

cc: Member Schultz
Member Hedlund

1401 INDUSTRIAL Blvd.
P.O. Box 530
Eagle Pass, Tx 78852
Ph (830)773-1147

CENTRAL COMMODITIES, LTD.
CENTRAL GRAIN CO.
Licensed Federal Warehouse
1140 W. Locust Street • Belvidere, Illinois 61008
PH: 815/544-3455 • FAX: 815/544-3457

10-7-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central Commodities Ltd.] is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our farmer customers and ensure the safe, timely delivery of our products across the country. At Central Commodities Ltd., we transport corn and soybeans to markets within our great nation. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our customers, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central Commodities Ltd. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

CENTRAL COMMODITIES, LTD.
CENTRAL GRAIN CO.
Licensed Federal Warehouse
1140 W. Locust Street • Belvidere, Illinois 61008
PH: 815/544-3455 • FAX: 815/544-3457

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Dan Mickey

Dan Mickey
Vise President Central Commodities Ltd
danmickey@centralgrainco.com ph. 815-544-3455

cc: Member Schultz
Member Hedlund

CENTRAL FARM SERVICE

September 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central Farm Service is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our cooperative's owners and ensure the safe, timely delivery of our products across the country. At Central Farm Service we transport our patron's produce of corn and soybeans to markets both domestically and internationally. We also depend on the rail network for crucial inbound products like fertilizers and feed ingredients. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central Farm Service has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific network partners, like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

CENTRAL FARM SERVICE

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

KC Graner

Chief Executive Officer

Central Farm Service

507-261-2187

kgraner@cfscoop.com

cc: Member Schultz
Member Hedlund

Central Illinois Steel Co.
P.O. Box 78 Carlinville, Illinois 62626
21050 Route 4
Telephone (217) 854-3251

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central Illinois Steel Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Central Illinois Steel Company, we transport 100% American made steel coils and sheets to markets nationwide and then onto different parts of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central Illinois Steel Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

50 North Bridge
Gary, Indiana 46404
(219) 882-1026

CISCO OF ALABAMA
2600 Railroad Avenue
P.O. Box 689
Guntersville, Ala. 35976
(205) 582-2021

Central Illinois Steel Co.
P.O. Box 78 Carlinville, Illinois 62626
21050 Route 4
Telephone (217) 854-3251

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Millard, V.P.

Michael Millard
Vice President
Central Illinois Steel Company
217-854-3251

cc: Member Schultz
Member Hedlund

50 North Bridge
Gary, Indiana 46404
(219) 882-1026

CISCO OF ALABAMA
2600 Railroad Avenue
P.O. Box 689
Guntersville, Ala. 35976
(205) 582-2021

CENTRAL PRODUCE DISTRIBUTORS, Inc.
GROWERS - PACKERS AND SHIPPERS . . . SWEET SPANISH ONIONS

P.O. Box 163 • Payette, Idaho 83661
(208) 642-9035 FAX (208) 642-4546

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central Produce Dist. Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Central Produce, we ship fresh-pack onions to markets across the nation and into Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central Produce and our farmers have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers cheaper than over the road trucks.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

CENTRAL PRODUCE DISTRIBUTORS, Inc.
GROWERS - PACKERS AND SHIPPERS . . . SWEET SPANISH ONIONS

P.O. Box 163 • Payette, Idaho 83661
(208) 642-9035 FAX (208) 642-4546

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ray Burzota

Ray Burzota
President
Central Produce Distributors Inc.
(208) 642-9035
rburzota@centralproduce.net

cc: Member Schultz
Member Hedlund

CENTRAL VALLEY AG

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Central Valley Ag Cooperative (CVA) of York, Nebraska is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our grain producers/owners in Kansas, Nebraska, and Iowa and ensure the safe, timely delivery of our products across the country. At CVA, we transport corn, soybeans, wheat, and grain sorghum as well as import crop nutrients for crop production. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance Union Pacific's market position and yield significant benefits for customers like CVA, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

CENTRAL VALLEY AG

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to provide additional markets for our existing customers.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.

Sincerely,

Jeff Bechard
SVP of Grain
Central Valley Ag
York, Nebraska

cc: Member Schultz
Member Hedlund

Central Valley Ag Transport
5707 Langworth Rd
Oakdale, CA 95361
(209) 544-9246 Office

LETTER OF SUPPORT

10/07/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Central Valley Ag Transport (CVAT) is an open industry Transloader and we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our Livestock Feed Users and ensure the safe, timely delivery of our products across the country. At CVAT, we transload Livestock / Poultry Feed & Agricultural Fertilizer to markets Throughout the state of CA. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CVAT has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

Central Valley Ag Transport
5707 Langworth Rd
Oakdale, CA 95361
(209) 544-9246 Office

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Paul Konzen
Managing Member
Central Valley Ag. Transport LLC
pkonzen@cv-ag.com

1-209-652-5222

cc: Member Schultz
Member Hedlund

CENTRAL VALLEY Bean Cooperative

Tele: 701-847-2622 • Toll Free: 800-286-2623 • Fax: 701-847-2623
401 Broadway, P.O. Box 162, Buxton, ND 58218

10.8.2024

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Central Valley Bean Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At Central Valley Bean Coop, we ship edible beans to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our customers, our growers, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CVB has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific users like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers faster with no financial impact.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Andrea Huso | Central Valley Bean Cooperative | Bookkeeper/Shipping

Email: andrea@centralvalleybean.com

Office: 701-847-2622 | Direct: 701-402-4009

CENTRAL VALLEY Bean Cooperative

cc: Member Schultz
Member Hedlund

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September 24th, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Central Washington Corn Processors is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Central Washington Corn Processors, we procure over 4.5 million tons of feed that is hauled via rail to destinations throughout the continental U.S. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Central Washington Corn Processors has a bright future.

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We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.**
- **Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.**
- **Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.**
- **Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.**

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

DocuSigned by:
387E8E2786F0445...

Jason Bryan

President

Central Washington Corn Processors

509-981-1100

cc: Member Schultz

Member Hedlund

Chickasha of Georgia, LLC
P O Box 1927
Tifton, Georgia 31793-1927
229-388-8008
229-388-8866 Fax

9/4/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Chickasha of Georgia, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Chickasha of Georgia, LLC we transport animal feed ingredients to markets nationwide and worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Chickasha of Georgia, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific stakeholders like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Chickasha of Georgia, LLC
P O Box 1927
Tifton, Georgia 31793-1927
229-388-8008
229-388-8866 Fax

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Samuel R. Wright
President/CEO
Chickasha of Georgia, LLC
229-392-7071
swright@chickashaofgeorgia.com

cc: Member Schultz
Member Hedlund

CIG LOGISTICS

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, CIG Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers such as Iron Oak, Exxon Mobil, and Chevron and ensure the safe, timely delivery of our products across the country. At CIG Logistics, we transport numerous products throughout 12 terminals across the USA to markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CIG Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and consumers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
David Nightingale
CEO
CIG Logistics
307-321-4414
David.Nightingale@CIGlogistics.com

cc: Member Schultz
Member Hedlund

CITRONIQ

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a growing customer of Union Pacific, Citroniq Chemicals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Citroniq, we transport sustainable plastics produced from corn-based ethanol to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Citroniq has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kelly G. Knopp

CEO & Co-Founder

Citroniq Chemicals

(713) 303-2714

kellyknopp@citroniq.com

www.citroniq.com

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

TULSA PORTS
BARGE · RAIL · INDUSTRIAL PARK
CATOOSA · INOLA

September 9, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

We are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Tulsa Ports depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers at both the Tulsa Port of Catoosa, where the South Kansas & Oklahoma Railroad interfaces with Union Pacific to directly serve our customers, and at the Tulsa Port of Inola where the Verdigris Southern Railroad connects the industrial park to the Union Pacific network. Our customers transport steel coils and structural steel, soybeans, wheat, fertilizer, asphalt, market pulp, lumber and more by rail, and the Union Pacific Railroad is a crucial partner. The American freight rail network is a critical component of our supply chain allowing us to move large volumes efficiently and sustainably. Tulsa Ports understand the importance of rail to our industrial park tenants, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like Tulsa Ports, including improved service reliability, reduced transit times, increased investment, and expanded reach. We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Yarbrough, PE
Executive Director, Tulsa Ports

c: Member Schultz
Member Hedlund

CJ BIO AMERICA
1946 Harvest Avenue
Fort Dodge, IA 50501
Tel. 515-302-8028

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of CJ Bio America, a leading producer of amino acids and sustainable bio-based solutions located in Fort Dodge, Iowa, I am writing to express our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railway.

As a manufacturer deeply reliant on efficient freight transportation, we recognize that the current rail system faces logistical challenges—ranging from inconsistent service schedules and limited network interoperability to congestion at key transfer points. These inefficiencies disrupt supply chains, delay deliveries, and increase operational costs for businesses like mine.

The merger between Union Pacific and Norfolk Southern offers a unique opportunity to address these deficiencies by creating a more unified and responsive rail network. A consolidated system would enhance coast-to-coast connectivity, reduce handoffs between carriers, and streamline routing—resulting in faster transit times and improved reliability. It would also allow for better coordination of assets, more flexible scheduling, and increased investment in infrastructure upgrades and digital technologies.

For CJ Bio America, these improvements would translate into greater supply chain stability, reduced transportation costs, expanded reach, and improved service to our customers across North America. Additionally, shifting more freight from road to rail through an optimized network supports our sustainability goals by lowering emissions and reducing highway congestion.

We ask that you consider the long-term economic, operational, and environmental benefits of this merger. It can strengthen American industry and deliver meaningful progress for communities across the Midwest and beyond.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

CJ BIO AMERICA
1946 Harvest Avenue
Fort Dodge, IA 50501
Tel. 515-302-8028

Sincerely,

Lucas A. Palmer

Sr. Director of ESG
CJ Bio America, Inc.
Lucas.palmer@cj.net
515-574-3117

cc: Member Schultz
Member Hedlund

Palmer(Lucas)J/EnvironmentSocialGovernance/2025-10-01 07:59:54

SEPTEMBER 29TH, 2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a longtime customer of Union Pacific, CJ CHEILJEDANG MEXICO is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At CJ CHEILJEDANG MEXICO, we transport *feed grade amino acids. They are raw material for animal consumption* to markets *nationwide and export to Mexico & Canada.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *CJ CHEILJEDANG MEXICO* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
-

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.
Sincerely,

CJ CHEILJEDANG MEXICO
Mónica Noriega
Logistic Manager

cc: Member Schultz
Member Hedlund

Clay Hills Ag

209 Road D,

Richland Ne 68601

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Clay Hills Ag is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Clay Hills Ag's customers and ensure the safe, timely delivery of our products across the country. At Clay Hills Ag, we transport crop protection products, fertilizer and other agricultural products to markets across the country and around the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Clay Hills Ag has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Gerry Wiese
CEO
Clay Hills Ag
GerryWiese@ClayHillsAg.com

402 892-3317

cc: Member Schultz
Member Hedlund

09/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a railroad professional with over 25 years in the industry I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Currently I am the Director of Rail for Clean Harbors.

Clean Harbors depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Clean Harbors, we transport hazardous and non-hazardous products including waste and oil products to markets nationwide, then onto to other parts of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. I understand the importance of rail to our employees, our products, and our national economy. I also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Clean Harbors has a bright future.

I believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

I understand that regulatory review is an important part of this process, and encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of my perspective. I look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cynthia A Donnelly
Director Rail Operations
Clean Harbors
donnelly.cynthia@cleanharbors.com

339-205-8641

cc: Member Schultz
Member Hedlund



CLEARFIELD
RECYCLING CASH FOR SCRAP
801-776-0377 WWW.CLEARFIELDRECYCLING.COM

AGGRESSIVELY GREEN

10-20-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, we at Clearfield Recycling want to share our strong support for the proposed merger with Norfolk Southern.

Rail service is more than just a mode of transportation for us, it's a lifeline. Our business depends on reliable, efficient, and cost-effective freight rail to deliver recyclable materials including but not limited to steel and other ferrous and nonferrous metals that are the building blocks to our infrastructure and keys to growth as a nation. The American freight rail network plays a vital role in our supply chain, helping us move large volumes safely and sustainably.

We've built our operations around the trust we place in Union Pacific, and we've seen firsthand how important continued investment and innovation are to keeping that trust strong. That's why we believe this merger is a smart and forward-looking move—not just for the railroads involved, but for businesses like ours that rely on them every day.

We're particularly excited about the potential benefits this merger could bring:

- **More Reliable Service**: A unified network means fewer handoffs and more direct routes, reducing delays and disruptions.
- **Faster Deliveries**: Streamlined operations could shave days off transit times, helping us serve our customers more quickly.
- **Stronger Infrastructure**: A transcontinental railroad will be better positioned to invest in technology, equipment, and safety—improving service quality and capacity.
- **Wider Reach**: Access to a broader geographic footprint will help us grow and reach new markets.

We understand that regulatory review is a key part of this process, and we encourage the relevant authorities to consider the positive impact this merger could ha



CLEARFIELD
RECYCLING CASH FOR SCRAP
801-776-0377 WWW.CLEARFIELDRECYCLING.COM
AGGRESSIVELY GREEN

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Bradshaw
Director
Clearfield Recycling
801-510-3808

cc: Member Schultz
Member Hedlund

Coastal Energy Corp.
1 Coastal Dr.
Willow Springs. MO 65793

Erik Montgomery
Erik@coastal-fmc.com
417-469-2777

10/6/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Coastal Energy Corporation is writing to express our strong support for the proposed merger between the Union Pacific and Norfolk Southern.

Our company depend on efficient, reliable, and cost-effective rail service to meet the needs for our customers and ensure the safe, timely delivery of our products across the Midwest. At Coastal Energy Corporation, we produce asphalt maintenance products for State, County, and City municipalities which is a critical component of our supply chain, allowing for the transportation industry to move across our country. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Coastal Energy Corporation has a continued bright future!

We believe that this proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved service Reliability: Allowing more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers in a timely fashion.
- Expanded Reach: Our ability to access new supply points that have been out of reach thus allowing us to better serve our customers and reach new product development!

Coastal Energy Corp.
1 Coastal Dr.
Willow Springs. MO 65793

Erik Montgomery
Erik@coastal-fmc.com
417-469-2777

We understand that regulatory review is an important part of this process and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will create for our business.

Sincerely,

Erik Montgomery
President
Coastal Energy Corporation
417-469-2777 (O)

Cc: Member Schultz
Member Hedfund

COASTLINE CHEMICAL, INC.

10/1/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Coastline Chemical, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Coastline Chemical, we transport Glycol based ***chemicals,*** to markets *nationwide.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Coastline Chemical has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tony J. Varghese

Tony J. Varghese
Logistics Manager
Coastline Chemical, Inc
Phone : 757 824 3831 Ext 102

cc: Member Schultz
Member Hedlund

CODY GROUP INC.

P.O. Box 629
Oakley, Utah 84055

09/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cody Group Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Cody Group Inc, we transport petroleum products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cody Group Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhance service that this merger will bring.

Sincerely,

Robert Elbert
President & CEO
Cody Group Inc
(801)707-5994

Cc: Member Schultz
Member Hedlund

Cogent Energy Solutions, LLC
DBA Cogentergy Solutions, LLC

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cogent Energy Solutions, LLC ("**Cogent**") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of friends across the border in Mexico and ensure the safe, timely delivery of our products across the United States and into Mexico. At Cogent, we transport hydrocarbons (e.g. gasoline, diesel, naphtha, ethanol and others to border markets, and many times across the border. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cogent has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Reduced Costs:** Having throughput versus Rule 11 rates, plus reduced transit times will allow us to broaden our markets and lanes, thus expanding our overall business.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Best regards,

Robert W. Newell, Jr.
Executive Vice-President/Chief Financial Officer
Cogent Energy Solutions, LLC
727-643-7287

cc: Member Schultz
Member Hedlund

COLE
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WHOLESALE FUEL DISTRIBUTING

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, Cole Distributing Company is pleased to voice our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our business relies heavily on dependable, efficient, and cost-effective rail transportation to meet the needs of our customers and ensure timely delivery of our products nationwide. At Cole Distributing, we ship energy materials to markets across the United States and Rail service could play an essential role in our supply chain—supporting our workforce, our customers, and our ability to compete in both domestic and global markets. We recognize the importance of continuous investment in rail infrastructure to sustain economic growth and innovation for the future.

We believe this merger represents a positive step forward for the freight rail industry and for businesses like ours. The combined Union Pacific–Norfolk Southern network will provide meaningful improvements that include:

- **Greater Service Reliability**: A unified system will create more direct routes and operational flexibility, reducing congestion and minimizing service interruptions.
- **Shorter Transit Times**: Eliminating interchanges will streamline shipments, cutting days from delivery schedules and helping us better serve our customers.
- **Enhanced Investment** Opportunities: A larger, more efficient transcontinental network will be better positioned to invest in infrastructure, technology, and safety initiatives.
- **Expanded Market Reach**: The merged system will give our company access to a wider range of destinations and new customer opportunities.

We understand that thorough regulatory review is essential, and we respectfully urge the Surface Transportation Board to give full consideration to the significant benefits this merger will bring to shippers, consumers, and the national economy.

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WHOLESALE FUEL DISTRIBUTING

Thank you for your attention to our perspective and for your ongoing efforts to strengthen the U.S. rail network. We look forward to continuing our partnership with Union Pacific and to the new opportunities this merger will create.

Sincerely,

Brent Epps

Brent Epps
Director of Transportation
Cole Distributing Company LLC
Brent@coledistributing.net

cc: Member Schultz
Member Hedlund

CPM
COLORADO PROPANE MARKETING

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Colorado Propane Marketing (CPM) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At CPM, we transport home heating propane to markets in Colorado. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CPM has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Steve Merveldt
Owner
Colorado Propane Marketing
719-440-8551 – smerveldt@colopropane.com

cc: Member Schultz
Member Hedlund

Colossal
TRANSPORT SOLUTIONS
A Watco company

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Colossal Transport Solutions is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Colossal Transport Solutions, we transport project cargo and dimensional machinery, primarily transformers, to the United States, Canada and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move this essential cargo efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Colossal Transport Solutions has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Colossal
TRANSPORT SOLUTIONS
A Watco company

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Lindsey Del Favero
Director of Operations
Colossal Transport Solutions
832-795-2967
lindsey@colossaltransport.com

cc: Member Schultz
Member Hedlund

COLUMBUS VEGETABLE OILS

VEGETABLE OILS, SHORTENINGS, DRESSINGS, AND SAUCES

09/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Columbus Vegetable Oils is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Columbus Vegetable Oils, we receive millions of pounds of edible oil products via rail and package them for sale to markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Columbus Vegetable Oils has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to produce more goods to more customer faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

30 East Oakton. Des Plaines IL 60018
columbusvegoils.com | sales@cvoils.com | 1.847.257.8920

COLUMBUS VEGETABLE OILS

VEGETABLE OILS, SHORTENINGS, DRESSINGS, AND SAUCES

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

John Healy
General Manger and Bulk Oil Buyer
Columbus Vegetable Oils
847-257-8935

cc: Member Schultz
Member Hedlund

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, CMC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At CMC, we transport steel products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CMC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Logan Harper

Sincerely,

Logan Harper
Sr. Logistics Manager - Rail, U.S. Operations
CMC
logan.harper@cmc.com

cc: Member Schultz
Member Hedlund

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September 24th, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Commodities Plus is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Commodities Plus, we procure over 4.5 million tons of feed that is hauled via rail to destinations throughout the continental U.S. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Commodities Plus has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.**

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- **Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.**
- **Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.**
- **Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.**

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

DocuSigned by:
387E8E2786F0445...

Jason Bryan

President

Commodities Plus

509-981-1100

cc: Member Schultz

Member Hedlund

CONESTOGA

9/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Conestoga Energy Partners, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our ethanol plants and ensure the safe, timely delivery of our products across the country. At Conestoga, we transport grain into our ethanol plants, and we transport the finished ethanol product to gasoline blending terminals and export facilities across the country. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Conestoga has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more ethanol to more blending terminals, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

CONESTOGA

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

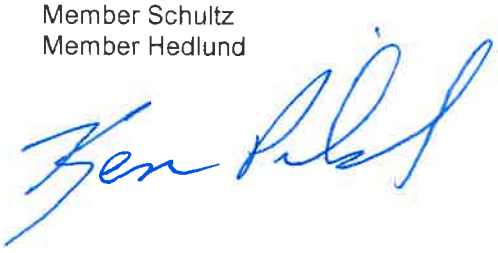
Ken Pilsl

Vice President of Grain/Ethanol Risk Management

Conestoga Energy Partners, LLC
308-227-6203

Ken.pilsl@conestogaenergypartners.com

cc: Member Schultz
Member Hedlund



Rock Valley Admin Office
PO Box 37
Rock Valley, IA 51247
(712) 451-6280



Ocheyedan Admin Office
PO Box 69
Ocheyedan, IA 51354
(712) 758-3636

11.05.25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, CFE is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our producers and ensure the safe, timely delivery of our products across the country. At CFE, we transport grain commodities to markets to West coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CFE has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt Zema
VP of Grain
CFE
712-475-3377

cc: Member Schultz
Member Hedlund

EL GRAN PAPEL DE MÉXICO

23/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *Copamex Industrias* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *Patterson, Norpak, Specialty Papers* and ensure the safe, timely delivery of our products across the country. At *Copamex Industrias*, we transport *Paper Reels,* SHOPPING BAGS, PAPER, WITH HANDLES, to markets *nationwide and USA*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *Copamex Industrias* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *Patterson Norpak Specialty Papers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *Patterson Norpak Specialty Papers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

EL GRAN PAPEL DE MÉXICO

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Oscar Marroquín
Manager
Copamex Industrias
+52-818-225-9816

cc: Member Schultz
Member Hedlund



9/22/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cornerstone Ag, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Cornerstone Ag, we transport agricultural goods to markets both domestically and for export. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cornerstone Ag has a sustainable future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.



- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Eric Sperber
CEO
Cornerstone Ag, LLC
785-462-3354

cc: Member Schultz
Member Hedlund


CORNERSTONE AG

CORNERSTONE SYSTEMS

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

At Cornerstone Systems, we've spent nearly three decades helping our customers solve complex logistics challenges with dependable, cost-effective transportation solutions. As a full-service, employee-owned 3PL, we specialize in intermodal, boxcar, truck brokerage, and railcar consolidation—moving freight across North America with precision and care.

Our long-standing partnership with Union Pacific has been instrumental in our ability to deliver on that promise. That's why we're writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

We believe this merger represents a strategic opportunity to strengthen the freight rail network in ways that directly benefit shippers like us. A transcontinental railroad would allow for more seamless service across regions, reducing transit times and minimizing handoffs. That kind of efficiency isn't just good for business—it's essential for maintaining supply chain reliability in a competitive and fast-moving market.

Beyond operational improvements, we see this merger as a catalyst for broader industrial growth. Rail is a cornerstone of American infrastructure, and a unified network would be better positioned to invest in the technology, equipment, and capacity needed to support the evolving needs of manufacturers, retailers, and consumers. It also enhances freight security—an increasingly important factor as supply chains become more complex and risk-sensitive.

At Cornerstone, we compete directly with over-the-road trucking, and rail is a vital part of how we offer scalable, sustainable solutions. The ability to access a broader geographic footprint, coupled with improved service reliability, would allow us to better serve our existing customers and reach new ones.

We understand that regulatory review is a critical part of this process, and we appreciate the thoughtful consideration that goes into evaluating a merger of this scale. From our perspective, this combination has the potential to raise the bar for performance, innovation, and value across the freight rail industry.

CORNERSTONE SYSTEMS

Thank you for considering our perspective. We look forward to continuing our partnership with Union Pacific and to the enhanced service and opportunities this merger could bring.

Sincerely,

Tim Clay
President & CEO
Cornerstone Systems
tclay@cornerstone-systems.com

cc: Member Schultz
Member Hedlund



September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, C.R. England is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At C.R. England, we transport temperature-controlled freight to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that C.R. England has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Zach England
Chief Operating Officer
C.R. England, Inc.
(801) 974-3520
zach.england@crengland.com

cc: Member Schultz
Member Hedlund

CROSSDOCK™
YOUR 3PL GLOBAL PARTNER

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Crossdock is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across North America. At Crossdock, we transport consumer goods, manufactured products and components that are critical for the Northamerican manufacturing companies that operate under the UJSMCA region and onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and the economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Crossdock has a bright future.

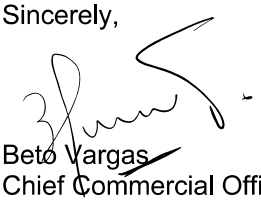
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones facilitating conversion from truck to rail.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Beto Vargas
Chief Commercial Officer
Crossdock
betovargas@crossdock.mx

T: +52 (56) 2483-7408

cc: Member Schultz
Member Hedlund

09/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Crossroads Cooperative Assn, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers/consumers and ensure the safe, timely delivery of our products across the country. At Crossroads Coop, we transport bulk agricultural commodities of all kinds, coast to coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Crossroads Coop has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, and their shipper partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more agricultural end users, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mike Rowan
President/CEO
Crossroads Cooperative Assn.
1205 Jackson St. Ste. 200
PO Box 153
Sidney, NE 69162
Office: 308-254-4230
Cell: 308-250-1958

cc: Member Schultz
Member Hedlund

CROSS ROADS LOGISTICS

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cross Roads Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Cross Roads Logistics, we transport agricultural goods and chemical products to markets throughout the United States and the world as well. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cross Roads Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael A. Cross
Manager
Cross Roads Logistics, LLC
3103 21ST ST
P.O. Box 80
Camanche, IA 52730
(563)357-6453
mike@crossroadsland.com

cc: Member Schultz
Member Hedlund

CROWLEY

10/8/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Norfolk Southern, Crowley is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Crowley, we transport a vast array of goods and products to markets globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Crowley has a bright future.

We believe that the proposed merger will yield significant benefits for Norfolk Southern customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers & consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

9487 Regency Square Blvd.
Jacksonville, FL 32225
+1 904 727 2200
crowley.com

Phil Shook

Phil Shook
Senior Vice Presidennt & General Manager, Land Transportation
Crowley
(630) 841-5563

cc: Member Schultz
Member Hedlund

11/20/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, CRU Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At CRU Logistics we transport petroleum products to markets nationwide and abroad. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that CRU Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mauricio Fabre
President
CRU Logistics LLC.
Phone. (281) 323-4204
Email. mfabre@crulogistics.com

cc: Member Schultz
Member Hedlund

CURTIS STEEL
COMPANY, LTD.
P.O. BOX 7469 • HOUSTON, TEXAS 77248-7469
(713) 861-4621 • FAX (713) 861-9718

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Curtis Steel Co. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Curtis Steel Co., we transport commercial steel products used in a variety of different industries to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Curtis Steel Co. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

CURTIS STEEL
COMPANY, LTD.
P.O. BOX 7469 • HOUSTON, TEXAS 77248-7469
(713) 861-4621 • FAX (713) 861-9718

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Charles Grissom
Plant Manager
Curtis Steel Co.
(832)799-2976

cc: Member Schultz
Member Hedlund

Custom
TRANSPORT - WAREHOUSING - MULTIMODAL

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Custom Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Custom Inc., we transport Chemical, Plastics, and Food Grade products to markets in the United States of America and the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Custom Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Custom
TRANSPORT · WAREHOUSING · MULTIMODAL

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David L. Stevenson
President / CEO
Custom Inc.
903-235-8415
dlstevenson@custominc.us

cc: Member Schultz
Member Hedlund

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Dear Chairman Fuchs,

I'm writing to express our company's support for the proposed merger between Union Pacific and Norfolk Southern.

Cyclyx International, LLC (along with its affiliates, "Cyclyx") depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products. Our company converts post-use plastic waste into high-quality feedstock for both mechanical and advanced recycling applications. Our customers are multinational chemical companies that further process the materials and deliver them to markets around the world, often by rail.

The American freight rail network is a critical component of our supply chain, allowing our customers to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so Cyclyx and other companies like ours have a bright future.

We believe the proposed merger will yield benefits for those, like us, who do business with Union Pacific. Those benefits include improved service reliability, reduced transit times, and expanded reach.

Regulatory review is an important part of this process, and we encourage the relevant authorities to consider the positive impact the merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.
Sincerely,

Walter Sopp
Chief Operating Officer
Cyclyx International, LLC

cc: Member Schultz
Member Hedlund

11/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, DA Lubricants is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At DA Lubricants, we transport petroleum products to markets throughout North America, The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that DA Lubricants has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Scott King

Director of Operations
DA Lubricants and DA Packaging
801 Edwards Drive Lebanon, IN 46052
Ph: 317-417-1548 email: sking@dalube.com

cc: Member Schultz
Member Hedlund

10.3.25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Dana Container is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Dana Container, we transport liquid hazardous materials to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Dana Container has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Shawn Hensley
Regional Operations Manager
Dana Container
shensley@danacompanies.com

cc: Member Schultz
Member Hedlund

DEACERO, S.A.P.I de C.V.
Ave. Lázaro Cárdenas 2333
San Pedro Garza García, NL
MEXICO 66260
www.deacero.com

10/07/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, DEACERO SAPI & DEACERO USA INC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our products and ensure the safe, timely delivery of our products across the country. At DEACERO transport steel products (industrial wire, beams, wire rods and rebars) to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that DEACERO SAPI has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

DEACERO, S.A.P.I de C.V.
Ave. Lázaro Cárdenas 2333
San Pedro Garza García, NL
MEXICO 66260
www.deacero.com

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

ARTURO RODRIGUEZ
AVP OF TRANSPORT
DEACERO
aardz@deacero.com

cc: Member Schultz
Member Hedlund



14711 210th Street Mason City, IA 50401

Phone Number : (641) 421-8622 Email : deanosdust@gmail.com Website : www.deanosdust.com

We are a family owned business that continues to grow every year over the past 30 years. The formation of Union Pacific and Northern Southern would not only continue their growth but it would help us to grow more too with coast to coast rail opportunities with other vendors. This opportunity offers great benefits to all involved.

Deano's Road Dust Control
14711 210th Street
Mason City, IA 50401
Office Cell Phone : 641.421.8622

"Because Quality People…Deserve Quality Spraying!"

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Pemex/Deer Park Refining LP is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Pemex/Deer Park Refining LP, we transport manufactured products and chemicals to markets, both foreign and domestic. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pemex/Deer Park Refining LP has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sandra Harris

Sandra Harris
Railfleet Specialist
Pemex/Deer Park Refining LP
(713)-246-6400 (office)

(713)-870-3729 (cell)

cc: Member Schultz
Member Hedlund

Des Moines Industrial

October 9, 2025

The Honorable Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Des Moines Industrial is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of various companies. At Des Moines Industrial, we transload agricultural, water purification, construction, recycling materials to/from markets across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Des Moines Industrial has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific connected terminals like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to/from more markets and geographies faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. Thank you for considering our position!

Sincerely,

Gabe Claypool

Gabe Claypool
President & COO
515-452-0271
gabeclaypool@dsmindustrial.com

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Diamond Onions, Inc. sells processed vegetables to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Diamond Onions has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Alex Henvey
General Manager

Diamond, Onions, Inc.

2310 Saint Germain, Rd, Dallas, TX 75212

214-741-3901

cc: Member Schultz
Member Hedlund

Didion
Together, we make a difference

[10/20/25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, [*Didion Milling and Ethanol*] is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of [*our customers*] and ensure the safe, timely delivery of our products across the country. At [*Didion*], we transport [*Food grade corn products and denatured ethanol*] to markets in North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that [*Didion*] has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [*partners*] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [*customers*], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt Belling

Manager Rail Operations and Logistics
Didion
920-209-9096

cc: Member Schultz
Member Hedlund

DIRT ROCKS
CONSTRUCTION INDUSTRY SOLUTIONS

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs

As a long-time customer of Union Pacific, Dirt Rocks Construction Industry Solutions, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Customers and ensure the safe, timely delivery of our products across the country. At Dirt Rocks Construction Industry Solutions LLC, we transport various types of aggregate products to markets nationwide and to the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments, for growth and innovation, so that Dirt Rocks Construction Industry Solutions, LLC, has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Customers like us, including:

Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Robby Pedersen
Vice President
Dirt Rocks Construction Industry Solutions, LLC
rpedersen@dirtrocks.com

cc: Member Schultz
Member Hedlund

DIVERSIFIED
Entities, LLC

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Diversified Entities LLS is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Diversified, we transport agricultural goods to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Diversified has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

DIVERSIFIED
Entities, LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Todd Williams
Commercial Director, USA
Diversified Entities LLC
twilliams@div-ent.com

Todd Williams

cc: Member Schultz
Member Hedlund

DMA
DIVERSIFIED METALS & ALLOYS, LLC.

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Diversified Metals & Alloys LLC (DMA) is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

DMA depends on a reliable and cost-effective rail service to meet the needs of our key customer to ensure the safe and timely delivery of our product to them. DMA provides electrolytic manganese metal which is a critical product for a U.S. government agency. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently at a competitive cost. Rail transport is essential for the delivery of our material and for our national economy. Rail networks need new investment for growth and innovation to allow companies like DMA to continue to grow.

DMA believes this proposed merger should enhance competition and yield significant benefits for Union Pacific customers like us, to include improved service reliability with more direct routes, reduced transit time by eliminating interchanges and increased investment for improved infrastructure, equipment and technology.

DMA understands that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on small businesses like ours and the broader economy.

DMA appreciates your consideration of our perspective and look forward to the enhanced service this merger will bring.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ronald Campbell

Ronald R Campbell
President, Diversified Metals & Alloys LLC

cc: Member Schultz
Member Hedlund

DOMAN™
LUMBER

November 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Doman Lumber is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Doman Lumber, we transport lumber and building products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Doman Lumber has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Doug Groves

Doug Groves
General Manager II
Doman Lumber
903.843.5538

doug.groves@domanbm.com

cc: Member Schultz
Member Hedlund

DOUGLAS COUNTY
FOREST PRODUCTS

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Douglas County Forest Products is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers/ consumers and ensure the safe, timely delivery of our products across the country. At Douglas County F.P. we transport Kiln dried short stud lumber, Douglas Fir, Hemlock, White Fir and Pine. to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Douglas County Forest Products has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [*customers/partners*] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [*customers / consumers*], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

DOUGLAS COUNTY
FOREST PRODUCTS

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

James Taylor
Sales Manager
Douglas County Forest Products
office 541-957-0206

Cell 541-784-8155

Email jt@dcfp.com]

cc: Member Schultz
Member Hedlund

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Drax is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the southern part of the country. At Drax, we transport wood pellets from our various southern plants to coastal ports and ultimately, to our global customers. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

· Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

· Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

· Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

· Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Matt White
Executive Vice President
Pellet Operations
(318) 372-2745
Matt.White@drax.com

DREISBACH
2530 East Eleventh Street P.O. Box 7509 Oakland, CA 94601-0509
Voice 510.533.6800 Fax 510.534.2316 www.dreisbach.com info@dreisbach.com

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Dreisbach Enterprises is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Dreisbach Enterprises, we transport and handle perishable food products to markets all over the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our company can continue to be successful.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and users of the rail network like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Dreisbach
President
Dreisbach Enterprise

jason@dreisbach.com

510.564.8778

cc: Member Schultz
Member Hedlund

October 24, 2025

10/24/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Norfolk Southern, DRT Transportation LLC, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of their products across the country. At DRT Transportation, we transport a multitude of customer products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our company has a bright future.

We believe that the proposed merger will yield significant benefits for Norfolk Southern partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

October 24, 2025

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Robert Kemp
CEO
DRT Transportation

rkemp@drttransportation.com

cc: Member Schultz
Member Hedlund

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Dun Transportation & Stringing, Inc. ("Dun Transportation") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our oil and gas infrastructure customers and ensure the safe, timely delivery of our products across the country. At Dun Transportation, we transport large diameter steel pipe for oil and natural gas pipelines to markets all over the country! The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our company and our country has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partner's like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Extensive History:** The history we have built with Union Pacific has given them an extensive knowledge of our industry and our needs. The merger would streamline the use of these new lanes.



We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mike Nunnenkamp

EVP & COO

Dun Transportation & Stringing, Inc.

304 Reynolds Ln

Sherman, TX 75092

cc: Member Schultz
Member Hedlund


Across the Nation ...
it must be Dun
DUN TRANSPORTATION
& STRINGING, INC.
SHERMAN, TEXAS
ICC 19416

DUNCAN & SON LINES

August 26, 2025

As an 83-year-old trucking company, we have seen dramatic changes in the logistics industry over the years and the creation of a seamless coast to coast rail carrier would be one more step towards improving the transportation infrastructure. We support the additional movement of goods by rail across the country while still maintaining a strong truck network for the final delivery miles. The potential improvement in transit times, and reduced transportation costs, across the US via a nationwide rail service is better for supply chains and consumers. We support the proposed Union Pacific - Norfolk Southern merger as the next phase of service improvements in the movement of goods within the US.



David Duncan
CEO

[9/23/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Dura-Bond Pipe is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our ongoing cross-country pipe projects and ensure the safe, timely delivery of our products across the country. At Dura-Bond Pipe we transport Steel Line Pipe for Oil and Gas to markets across the country. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Dura-Bond Industries has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific as well as our end users and other manufacturers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more regions and ongoing gas projects faster and more efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Adam Norris
Commercial Sales
Dura-Bond Pipe
724-858-6160

adam.norris@dura-bond.com

cc: Member Schultz
Member Hedlund

DURBANOMETALS
SINCE 1974

10-02-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Durbano Metals Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our* and ensure the safe, timely delivery of our products across the country. At Durbano Metals Inc., we transport scrap metal to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Durbano Metals Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

DURBANOMETALS
SINCE 1974

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jed Durbano
Vice President
Durbano Metals Inc.
801-621-5221

cc: Member Schultz
Member Hedlund

DYLO™
DYNAMIC LOGISTICS
Commitment & Passion for Logistics

24 November 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, **Dylo Inc** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of consumers and ensure the safe, timely delivery of our products across the country. At **Dylo Inc**, we transport the required products to markets National and international. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **Dylo Inc** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

t: (956) 441 2262 t: 800 800 DYLO c: info@dylo.com
2000 S. Main St. Suite 446, McAllen, Texas Zip Code: 78503-5414

DYLO™
DYNAMIC LOGISTICS
Commitment & Passion for Logistics

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Fernanda Coronado
Administrative Director.
Dylo Inc
81-20-87-8070



September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Eagle Construction, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Eagle Construction, LLC, we transport construction materials, including aggregate and sand, to markets all over Texas and Southeast America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Eagle Construction has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

3192 FM 1987
Corrigan, Texas. 75939
936-36-EAGLE

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Loren Lowe

President

Eagle Construction, LLC

cc: Member Schultz
Member Hedlund

3192 FM 1987
Corrigan, Texas. 75939
936-36-EAGLE



11-13-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, EarthSide is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our industrial hemp across the country. At **EarthSide**, we move large volumes of agricultural biomass and hemp-based raw materials to markets nationwide—and soon to partners around the world.

The American freight rail network is a vital part of our supply chain, allowing us to ship substantial volumes efficiently, sustainably, and at a scale no other transportation method can match.

We understand how important rail is to our employees, our products, and the broader U.S. economy. We also recognize the need for continued investment and a renewed focus on growth, modernization, and innovation across the rail system. These improvements are essential not only for national progress but also for ensuring that **EarthSide** continues to expand and lead in the years ahead.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jeff Friedland

CEO - EarthSide

310-600-9075

cc: Member Schultz
Member Hedlund

November 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Ecolube Recovery, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our commercial customers and ensure the safe, timely delivery of our products across the country. At EcoLube Recovery we transport recycled petroleum and related products to markets throughout the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that EcoLube Recovery has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Eric Spencer

Eric C Spencer
CEO
EcoLube Recovery, LLC
espencer@ecoluberecovery.com

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Empire Mining Co. LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Empire Mining Co. LLC and ensure the safe, timely delivery of our products across the country. At Empire Mining Co. LLC, we transport industrial minerals to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Empire Mining Co. LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and Empire Mining Co. LLC, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Hornsby

David Hornsby

President/COO

Empire Mining Co. LLC

dhornsby@empireminingco.com

cc: Member Schultz
Member Hedlund

10.2.25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, EMTEK Matting Solutions is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

When large projects necessitate that we reposition our rental fleet of access matting across the country, we rely on rail to make that move as efficient and cost-effective as possible. Utilizing rail allows us to move our product in a volume that isn't economically feasible by flatbed.

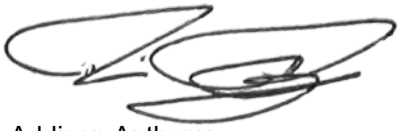
We believe that the proposed merger will yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver our product to the jobsite faster. Our projects usually operate on tight timelines, so reduced transit times would make transporting our product via rail a more attractive option for some of our shorter notice projects.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones. Having a fully integrated East-West network would help us service the entire country via rail (when applicable) with minimal confusion and headaches.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Addison Anthony
Contracts/Logistics Manager
EMTEK Matting Solutions
870.942.4000

cc: Member Schultz
Member Hedlund

MHF SERVICES
AN ENERGYSOLUTIONS COMPANY

4500 Brooktree Road, Suite 200
Wexford, PA 15090-9289
(p) 724.772.9800 • (f) 724.772.9850
mhfservices.com

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, MHF Services, an Energy*Solutions* Company (MHF/ES) is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely transportation of our freight across the country. At MHF/ES, we transport a wide variety of environmentally sensitive commodities to destinations both domestic and international. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the important role rail service plays in our overall effort to bring the highest quality logistics services to our clients and in doing so support our company, its employees, and our national economy. We also understand first-hand how these rail networks need new investments and new commitments for growth and innovation, and we feel that this merger will bring added opportunities for that investment and service improvement.

We believe that the proposed merger will present many opportunities for significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination is expected to reduce transit times, enabling us to reduce fleet sizes and maximize efficient use of our dedicated railcar fleet.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger could have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger should bring.

Sincerely,

Richard W. Zink
Director of Rail Services

Jennifer R. Cox
Vice President, Business Development (Logistics)

cc: Member Schultz
Member Hedlund

9/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *England Logistics* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of clients and ensure the safe, timely delivery of our products across the country. At England Logistics, we transport all types of products to markets all over the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that England Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific clients like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cody England
Manager, Intermodal
England Logistics
coengland@englandlogistics.com

(801) 656-4589

cc: Member Schultz
Member Hedlund


England
LOGISTICS

September 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Environmental Rail Solutions, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Environmental Rail Solutions, we transport hazardous and non-hazardous soils to disposal facilities all over the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably, and most importantly, safely. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Environmental Rail Solutions has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to transport our waste safely, efficiently, and faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

DJ Ardito
Project Coordinator
Environmental Rail Solutions, Inc.
732-212-8140

djardito@envrail.com

cc: Member Schultz
Member Hedlund

EUROCHEM

9/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, EuroChem North America is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. EuroChem North America, we transport agricultural fertilizers and animal feed ingredients to markets nationwide as well as into Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that EuroChem North America has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

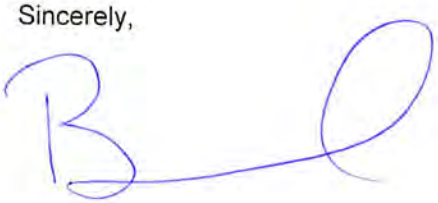
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

EUROCHEM

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Brett Townsend
Operations Manager
EuroChem North America
Brett.Townsend@eurochem-na.com
918-477-8643

cc: Member Schultz
Member Hedlund

E.W.G.

Glass Recovery & Recycle Corp.

P.O. Box 313005, Jamaica, NY 11431-3005
Phone: 718-739-7270 Fax: 718-297-4101

9/29/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, EWG Glass Recover & Recycle Corp. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers; glass manufacturing plants and ensure the safe, timely delivery of our products across the country. At EWG Glass we transport furnace ready cullet to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that EWG Glass has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for all companies that use rail as a shipping platform, benefits to EWG Glass, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

E.W.G.

Glass Recovery & Recycle Corp.

P.O. Box 313005, Jamaica, NY 11431-3005
Phone: 718-739-7270 Fax: 718-297-4101

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Louis Ventura
Operations Manager
EWG Glass Recovery & Recycle Corp.
louis.ventura@ewgglass.com

cc: Member Schultz
Member Hedlund

EXPLOSIVE CONTRACTORS INC.

118 State Drive, Hollister, MO 65672
phone (417) 337-7600 ▪ fax (417) 339-7499
explosivecontractors.biz

October 15, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Explosive Contractors, Inc. (ECI) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and to ensure the safe, timely delivery of our products across the country. At ECI, we transport emulsions and ammonium nitrate prill to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that ECI has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Rowdy Reynolds
Southeast Regional Manager

cc: Member Schultz
Member Hedlund

Farmers Cooperative

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Farmers Cooperative of Dorchester, NE is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our 5,000+ producers & stockholders, and end-users and ensure the safe, timely delivery of our products across the country. At Famers Cooperative, we ship over 20,000 carloads annually of corn, soybeans, wheat, milo and food grade specialty commodities to markets across the nation, Mexico; along with PNW and Gulf ports to satisfy demand for the rest of the world.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our owners, our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments; and new commitments for growth and innovation, so that Farmers Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers and end markets, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Farmers Cooperative

Although there are some concerns about the eventual outcome from this merger, we foresee the positives greatly outweighing the potential negatives for Farmers Cooperative.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Dale L. Hayek
Sr VP of Grain

Farmers Cooperative
208 West Depot
Dorchester, NE 68343

Office: (402)946-2211 | Direct: (402)946-2810 | Cell: (402)641-4075
dhayek@farmersco-operative.com

cc: Member Schultz
Member Hedlund

FARMERS RICE MILLING COMPANY
A MEMBER OF THE POWELL GROUP

3211 HIGHWAY 397 SOUTH, LAKE CHARLES, LOUISIANA 70615-5349

TELEPHONE (337) 433-5205 FAX (337) 433-1735
WEBSITE WWW.FRMCO.COM

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Farmers Rice Milling Company strongly supports the proposed merger with Norfolk Southern.

At Farmers Rice Milling Company, we provide rice products to Mexico and throughout the United States, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

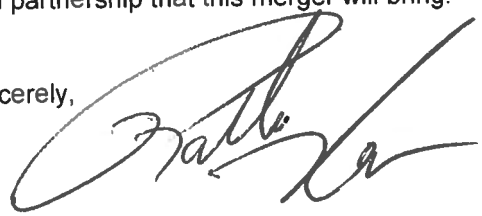
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



FARMERS RICE MILLING COMPANY
A MEMBER OF THE POWELL GROUP

3211 HIGHWAY 397 SOUTH, LAKE CHARLES, LOUISIANA 70615-5349

TELEPHONE (337) 433-5205 FAX (337) 433-1735
WEBSITE WWW.FRMCO.COM

Robert Howard
Logistics Coordinator
Farmers Rice Milling Company
Cell: 337-794-4735

cc: Member Schultz
Member Hedlund

FARMERS SUPPLY COOPERATIVE
514 S.W. 4th Ave. • Ontario, Oregon 97914
Office (541) 889-9808 • Fax (541) 889-9840

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Farmers Supply Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. The American freight rail network is a critical component of our supply chain. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Farmers Supply Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive more goods faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Steve Mendiola
General Manager
Farmers Supply Cooperative
541-889-9808

cc: Member Schultz
Member Hedlund

FARMWARD
COOPERATIVE
Advancing farming for generations

11-10-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Farmward Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our farmer owners and ensure the safe, timely delivery of our products across the country. At Farmward Cooperative we transport agricultural products corn and soybeans across the United States and to global export markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Farmward Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

FARMWARD
COOPERATIVE
Advancing farming for generations

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Alex Busch
Senior Vice President Grain
Farmward Cooperative
abusch@farmward.net

507-249-3196

cc: Member Schultz
Member Hedlund

FAVORS
BUSINESS SOLUTIONS LLC

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Favors Business Solutions is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers that are in the oil & gas industry. At Favors Business Solutions, we transport frac sand to markets throughout the USA. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Favors Business Solutions has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver sand to our customers in a timelier manner.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Chris Favors

Managing Member

Favors Business Solutions, LLC

817-201-2062

chris@favors-solutions.com

cc: Member Schultz
Member Hedlund

FENCING SUPPLY GROUP

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Fencing Supply Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Fencing Supply Group we transport fencing products to markets all across the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Fencing Supply Group has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

FENCING SUPPLY GROUP

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Padgett
Sr. Director, Sourcing and Asset Management
Fencing Supply Group
mpadgett@fencingsupplygroup.com
470-936-0483

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Ferrellgas is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Ferrellgas, we transport propane to markets *nationwide.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Ferrellgas has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Chelsea Deeney
Sr. Rail Analyst
Ferrellgas
cdeeney@fna.com

cc: Member Schultz
Member Hedlund

10-14-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Fitzgerald Trucking and Transloading is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Fitzgerald Trucking, we transport cement, fly ash, and other cementitious products for construction, paving and buildings to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Fitzgerald Trucking has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Joey Fitzgerald
President
Fitzgerald Trucking and Transloading, LLC.
405-650-8773

cc: Member Schultz
Member Hedlund

October 14, 2025

FLASH
Family of Companies

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and Norfolk Southern, the FLASH Family of Companies is writing to express our strong support for the proposed merger between these entities.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers across the many industries we serve. An enhanced rail network, with a merger between the UP and NS will further ensure the safe, timely delivery of our products across the country. The FLASH Family of Companies includes a trucking and transloading service company, along with a sand mine and aggregate company, not only moves our products by rail but also services many industries that move aggregate materials by rail across the US and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so the FLASH Family of Companies can succeed and continue into the next generations of our family business.

We believe the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times. This will enable us to deliver more goods to more customers faster and allow our customers to do the same.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones. We can see a handful of excellent opportunities that will open for our businesses if this merger is successful.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mandi Hinrichs
President
FLASH Family of Companies; *dba FLASH, Transload Solutions, Texas Frac*
mhinrichs@flashtrucking.com

cc: Member Schultz
Member Hedlund

FONDOMONTE

October 10th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Fondomonte California, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products. At Fondomonte, we transport agricultural goods to markets within the United States as well as the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Fondomonte and moreover the Agri-Business sector has a bright future.

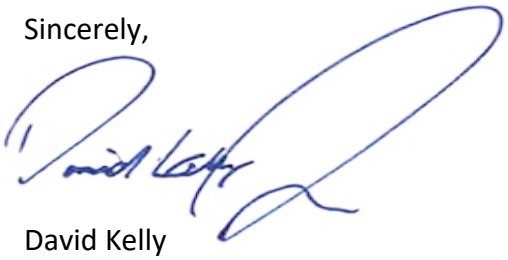
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



David Kelly
General Manager
Fondomonte California, LLC
250 North Litchfield Road, Goodyear, AZ 85338, USA

cc: Member Schultz
Member Hedlund

Four R Marketing, LLC

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Four R Marketing, LLC, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Four R Marketing, LLC, we transport petroleum oils and waxes to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Four R Marketing LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Four R Marketing, LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jamie Preston
Operations Coordinator
Four R Marketing, LLC
jamie.preston@4ROil.com

cc: Member Schultz
Member Hedlund

FOX LUMBER SALES, INC.

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: **Comments on Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs:

As a customer shipping lumber products, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.
My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger appears to have a strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology.
At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.
Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.
I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Fox Lumber Sales, Inc.
Thomas L. Fox, President

cc: Member Schultz
Member Hedlund

P. O. Box 1000, Hamilton, MT 59840 PHONE 406-363-5140 FAX 406-363-3774
Deliveries Only: #25 Riverbend Court, Hamilton MT 59840

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Frac Star Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers who operate in the Energy Sector and ensure the safe, timely delivery of our products across the country. At Frac Star Group LLC, we transload products for the Energy Industry that is supported by the Union Pacific to markets in the Southwestern portion of the US. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that the Frac Star Group has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customer, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brad Belanger
Chief Operating Officer
Frac Star Group, LLC
Brad@FracStarGroup.com

817.233.0555

cc: Member Schultz
Member Hedlund

Frenchman Valley Coop
fvcoop.com
202 Broadway St.
P.O. Box 578
Imperial, NE 69033
(308) 882-3200

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Frenchman Valley Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Frenchman Valley Cooperative, we transport agriculture commodities to markets across the US and beyond. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Frenchman Valley Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more end users, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Travis Kester
Vice President of Grain
Frenchman Valley Cooperative
308-882-0547, tkester@fvcoop.net

cc: Member Schultz
Member Hedlund

FRERES
ENGINEERED WOOD PRODUCTS

P.O. Box 276
Lyons, Oregon 97358

info@frereswood.com
503.859.2121

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Freres Engineered Wood, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Freres Engineered Wood, we transport Plywood and Mass Ply Panels to markets across the U.S. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Freres Engineered Wood has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Robert Maeda
Plywood Sales Manager
Freres Engineered Wood
503-989-1637

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Frontier Carbon Solutions ("Frontier") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our company focuses on developing innovative solutions that enable freight customers to reduce their carbon footprint while maintaining efficient, reliable transportation. Frontier depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure safe, timely delivery across the country.

At Frontier, we specialize in decarbonization services and solutions, including CO_2 transportation and geologic sequestration, serving industrial emitters along Union Pacific's rail system. Our services are designed specifically for situations where CO_2 delivery via pipeline is not feasible, making rail transportation the critical link in the carbon capture and storage value chain. This collaboration represents a vital step forward in sustainable logistics, allowing Union Pacific's customers to meet their environmental goals while benefiting from rail's inherently lower carbon intensity compared to other transportation modes.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail infrastructure to our employees, our services, and our national decarbonization efforts. We also understand firsthand how these rail networks require continued investment and innovation to ensure that companies like Frontier can effectively support the nation's decarbonization goals.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions that could impact critical CO_2 transport schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver CO_2 to our geologic sequestration hub faster and more efficiently.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety—all essential for handling specialized CO_2 transportation.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve industrial emitters across more regions and connect them to additional sequestration sites.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours, the emerging carbon management industry, and the broader economy's decarbonization efforts.

Thank you for your consideration of our perspective. We look forward to continued partnership and the enhanced service capabilities that this merger will bring to support America's climate objectives.

Sincerely,

Robby Rockey
President & Co-Chief Executive Officer
Frontier Carbon Solutions, LLC
rrockey@frontierccus.com

cc: Member Schultz
Member Hedlund

FRONTIER
COOPERATIVE

September 30, 2025

The Honorable Patrick J Fuchs
Chairman
Surface Transportation Board
395 W Street SW
Washington DC 20423

Subject: Support for Union Pacific and Norfolk Southern merger

Being a longtime customer of Union Pacific, Frontier Cooperative Company is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

We depend on efficient, reliable, and cost-effective rail service to meet the needs of our customers who grow grain products that help feed the world. At Frontier Cooperative, we help our growers get their corn and soybeans to markets throughout the United States, as well as export to Mexico, and Asia. The American rail network is a critical component of our supply chain, allowing us to move large volumes efficiently. We understand the importance of rail to our employees, and our customers.

We believe the proposed merger will create some benefits for both Union Pacific and Norfolk Southern customers.

Thank you for your consideration.

Sincerely,
Bryan S Choutka
VP of Grain
Frontier Cooperative Company
3333 Landmark Circle
Lincoln NE 68504

Est. 1915

PHONE 402.937.1800 | FAX 402.937.8179 | feedback@frontiercooperative.com | frontiercooperative.com



10.21.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Frontier Support Logistics (FSL) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Frontier Support Logistics Consumers and ensure the safe, timely delivery of our products across the country. At FSL, we transport nearly every commodity transported to markets nationwide and then onto the global market worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that FSL has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partner like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers/consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Richard Cook

Richard Cook
Principal/Owner
Frontier Support Logistics
214-940-4751
rich@frontiersl.com

cc: Member Schultz
Member Hedlund

MOVING YOUR WORLD

LUBRICANTS. TECHNOLOGY. PEOPLE. FUCHS

Date September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Fuchs Lubricants is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Fuchs Lubricants, we transport liquid lubricants and greases to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Fuchs Lubricants has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

FUCHS Lubricants Co.
17050 Lathrop Ave.
Harvey, IL 60426

708-333-8900
www.fuchs.com/us

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Olga Chavez
Fuchs Lubricants
Olga.Chavez@fuchs.com
M: 708.238.8904

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, G4 Energy LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our vertically integrated value chain and ensure the safe, timely delivery of our products across the country. At G4 Energy LLC, we transport finished refined products and intermediate products to markets in North America, including Canada, The United States and potentially Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that G4 Energy LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific shippers, suppliers like us, and ultimately positively impact consumers. Benefits to the merger include:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to a greater reach of distributors, suppliers and consumers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kiefer Grossi
Vice President, Trading
G4 Energy LLC
Kiefer@G4Energy.com

cc: Member Schultz
Member Hedlund

GALVASID

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Galvasid is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Galvasid, we transport galvanized steel coils to different markets in the US. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Galvasid has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

GALVASID

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ricardo Avendaño
Purchasing Manager
Galvasid
ravendano@alicer.com
+52-81-1156-0000 ext. 4230

cc: Member Schultz
Member Hedlund

GAMBEK

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Gambek, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Gambek, we transport steel and aluminum coils across the country and into Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Gambek LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Pamela Gonzalez
Operations Manager
Gambek, LLC
pgonzalez@gambek.com



10/1/25
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Gantrade Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Gantrade Corporation, we transport chemicals to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Gantrade Corporation has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Aaron J. Taylor

Aaron J. Taylor
Logistics Manager
Gantrade Corporation
ataylor@gantrade.com
201.264.6636

cc: Member Schultz
Member Hedlund

09/19/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *General Wax and Candle Co.* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of clients and ensure the safe, timely delivery of our products across the country. At *General Wax and Candle Co.*, we transport Several different wax formulations used to manufacture candles for households, religious institutions and retailers in markets nationwide and some exports to various regions of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *General Wax and Candle Co.* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to maintain production schedule and deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jerry Baker
V.P. of Manufacturing
General Wax and Candle Co.
jbaker@generalwax.com

800-543-0642

cc: Member Schultz
Member Hedlund

October 1st 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, GFL Environmental Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At GFL Environmental Inc, we transport lubricating oils, industrial oils, asphalts, fuels and other commodities to markets all over North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that GFL Environmental Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers/partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Neil Armstrong
Logistics Supervisor
GFL Environmental Inc
email: narmstrong@gflenv.com

cc: Member Schultz
Member Hedlund


GFL
GREEN FOR LIFE
environmental

Gilbert International
A SUBSIDIARY OF BEDELEE, INC.

10-03-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Gilbert International, we transport all types of products. This includes but not limited to raw materials, food grade, alcohol, metals, and non hazardous materials. To markets *nationwide and then onto the rest of the world.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Gilbert International has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers/partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers / consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Joe L. Gilbert Jr.
Chairman
Gilbert International
956-723-4308

cc: Member Schultz
Member Hedlund

Glaz-Tech Industries™

Santa Teresa Office
150 Industrial Rd
Santa Teresa, NM 88008
Ph: 575.589.4970
Fax: 575.589.4774
glaztech.com

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Glaz-Tech Industries, Inc., is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers in the architectural glass industry, and ensure the safe, timely delivery of our products across the country. At Glaz-Tech, we import containers of glass and mirror to markets in the Western United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Glaz-Tech has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more , faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Glaz-Tech Industries™
Santa Teresa Office
150 Industrial Rd
Santa Teresa, NM 88008
Ph: 575.589.4970
Fax: 575.589.4774
glaztech.com

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jack Brown
Sales Manager
Glaz-Tech Industries, Inc.
Santa Teresa, NM Plant
jack@glaztech.com
915.633.5974

cc: Member Schultz
Member Hedlund

Glaz-Tech Industries

Santa Teresa Office
150 Industrial Rd
Santa Teresa, NM 88008
Ph: 575.589.4970
Fax: 575.589.4774
glaztech.com

GLOBALWAX LLC

September 18, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Globalwax LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At Globalwax LLC we transport paraffin wax, for the candle makers' markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Globalwax LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

· Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

· Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.

· Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

· Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Elsie Madera – Godart,

Logistics Coordinator. Globalwax LLC

cc: Member Schultz Member Hedlund

11-13-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, *Golden State Hemp* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Golden State Hemp relies heavily on strong, affordable rail service to keep our industrial hemp moving across the country. Rail allows us to ship large volumes efficiently and on time, making it a key part of our supply chain.

We also recognize the need for continued improvements and investment in the rail network so it can support future growth—for our company, our customers, and the industries that depend on it.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jeff Friedland



CEO - Golden State Hemp

310-600-9075

cc: Member Schultz
Member Hedlund

Goya Foods Inc
350 County Road
Jersey City, NJ 07307
Tel: 201-348-4900

September 26th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longstanding customer of Union Pacific, **Goya Foods, Inc.** writes to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Rail transportation is a critical component of our business — enabling us to deliver high-quality food products efficiently, reliably, and cost-effectively to customers across the United States and international markets. The strength and competitiveness of our supply chain, and by extension the broader food distribution network, rely on a modern, resilient rail system capable of meeting evolving market demands.

We believe this merger represents a forward-looking investment in that future. The combined network would deliver clear and measurable benefits to shippers like Goya Foods, including:

- **Greater Service Reliability:** More direct routes and enhanced network flexibility, reducing the risk of service disruptions.
- **Faster Transit Times:** Elimination of interchange delays, enabling more predictable and timely deliveries.
- **Enhanced Investment:** A stronger platform for infrastructure, technology, and equipment upgrades that improve capacity, safety, and performance.
- **Expanded Reach:** Broader geographic access that supports growth into new markets and improves service to existing customers.

We recognize the importance of a thorough regulatory review and are confident the Board will see the significant value this combination offers — not only to individual shippers but also to the strength and future competitiveness of the U.S. freight rail system.

Thank you for your consideration. We look forward to the enhanced service and expanded opportunities this merger will bring.

Sincerely,

Peter Unanue,
Goya Foods, Inc.

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of GPOD of Idaho, a longstanding customer of Union Pacific, I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

GPOD of Idaho depends on the American freight rail network to ensure the safe, timely, and efficient delivery of our fresh-packed Russet Burbank potatoes to markets nationwide, including a substantial volume to the Hunts Point Terminal Market in New York. Rail service is an indispensable component of our supply chain, providing the capacity, sustainability, and reliability necessary to serve our customers and maintain our role in the national food system.

We recognize that the regulatory review of this proposed merger must carefully balance competition, service quality, and the long-term health of the rail industry. Based on our direct experience as a shipper, we believe this transaction will strengthen the freight rail network and produce benefits that are squarely in the public interest. Some of the benefits GPOD sees from this merger are service reliability with a combined network will reduce operational redundancies, provide more direct routing, and decrease the risk of service disruptions. We believe there will also be transit time reductions by eliminating interchanges which will shorten delivery times by several days, improving supply chain efficiency and the reliability of time-sensitive shipments. Also, a unified transcontinental railroad will be better positioned to commit capital toward infrastructure, technology, and equipment, thereby enhancing safety, capacity, and resilience. Lastly with this merger we feel there will be expanded market access. The merger will broaden

Green Bay Packaging Inc.

GREEN BAY MILL DIVISION

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Green Bay Packaging Inc. is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our plants and customers and to ensure the safe, timely delivery of our products across the country as well as internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Green Bay Packaging Inc. can continue to serve its customers.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more destinations, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Frank E. Miller, CCS
Senior Director of Supply Chain

cc: Member Schultz
Member Hedlund

GREEN DIAMOND™
PERFORMANCE MATERIALS

ABRASIVE • ROOFING • FOUNDRY SANDS • FILLERS • CONSTRUCTION

September 24th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping specialty sand to various industry markets, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

As a 100% U.S.-based company, Green Diamond competes directly with materials imported into the United States. Faster, more reliable transportation service, a resilient domestic supply chain, and improved access to the Midwest, Southwest, and East Coast markets are critical to our competitiveness.

The proposed Union Pacific–Norfolk Southern merger has strong potential to support our business by enabling single-line service, offering more direct routes, and expanding each railroad's geographic reach. These improvements would increase transportation options, encourage infrastructure investment, and modernize the rail network — all of which are essential to strengthening American manufacturing and supply chains. At the same time, it is important that these benefits are delivered in a way that supports long-term safety, sustainability, and fair access for customers. We trust the Surface Transportation Board will ensure that the final outcome delivers these broader public benefits, and we encourage support for this merger.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in it's consideration of the proposed transaction.

Thank you for your prompt attention to this matter.

Sincerely,

Brian Rebuck Jr.
President
Green Diamond Performance Materials
Office: 541-874-3111 Ext. 103
www.greendiamondpm.com
cc: Member Schultz
Member Hedlund



GREY POINT SYSTEMS, LLC
330 S Second Ave, Suite 200 #1519
Minneapolis, MN 55401
11-13-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Grey Point Systems, LLC is writing to offer our strong support for the proposed merger between Union Pacific and Norfolk Southern. As a Minnesota-based logistics and industrial development firm specializing in rail-served site evaluation, freight optimization, and transload project development, our business depends on a freight rail network that is reliable, efficient, and capable of supporting long-term investment across the regions we serve.

Our work centers on aligning manufacturers, agricultural shippers, and industrial end users with the rail infrastructure that allows them to grow. A resilient, high-capacity rail system is fundamental to America's industrial competitiveness, and the proposed Union Pacific–Norfolk Southern combination represents an opportunity to strengthen that system in ways that benefit both current and future rail-served enterprises.

From our perspective, the merger stands to deliver several meaningful advantages:

- Greater Network Fluidity and Reliability

A combined system would reduce interchanges, streamline routing, and enhance operational coordination across a transcontinental footprint. For industries reliant on rail—agriculture, manufacturing, energy, construction materials—these improvements translate directly into lower risk, fewer delays, and smoother supply chains.

- Improved Transit Times and Market Reach

The ability to ship across a unified western-to-eastern network opens the door to faster transit times and more competitive access to both domestic and export markets. For businesses evaluating new sites or expansions, an integrated network provides stronger value propositions and broader geographic optionality.

- Increased Infrastructure and Technology Investment

A larger, more financially resilient carrier will have the resources to invest in track capacity, terminals, modernized locomotives, and advanced digital tools. These improvements compound over time, raising service quality and supporting the continued growth of rail-oriented industrial development.

- Enhanced Opportunities for Rural and Industrial Communities

Projects like transload hubs, industrial parks, rail-served ag processing, and distribution facilities rely on predictable rail service. A strengthened network will encourage new capital investment and support the kind of long-term industrial growth that brings jobs, tax base, and opportunity to local communities.

Grey Point Systems supports robust regulatory review, and we encourage the Board to evaluate this proposal with both the economic and operational benefits in mind. From our vantage point as a firm working closely with railroads, shippers, and industrial developers, this merger has the potential to create a safer, more reliable, more competitive rail network that better serves American industries.

Thank you for your consideration of our perspective.

Sincerely,

Nick Jackson
Founder & Chief Executive Officer
Grey Point Systems, LLC
815-641-4356
njackson@greypointsystems.com

cc: Member Schultz

Member Hedlund

Harbest PARTNERS

10-14-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Harbest Partners, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Harbest Partners as a rail 4th party logistics company, we transport the products being manufactured and exported by our final customers within the North American market. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Harbest Partners and the companies that we serve today and tomorrow have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Saul Romero-Blake
President
Harbest Partners

www.harbestp.com
saul@harbestp.com

cc: Member Schultz
Member Hedlund

Harinera Guadalupe, S.A. de C.V.

October 02/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Harinera Guadalupe, S.A. de C.V. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers / consumers* and ensure the safe, timely delivery of our products across the country. At Harinera Guadalupe, we transport and supply bread-making wheat grain to our mills, located in the states of Jalisco and Michoacán, Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Harinera Guadalupe has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and its customers, like us, including: Harinera Guadalupe, Molino de Trigo de la Barca and Molino de Trigo de Guadalupe.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Jacona, Michoacán. A. Obregón 2-B Norte. CP 59800. Teléfono: 351 516 0032

La presente solo es válida en original y con holograma de seguridad.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Guillermo Agustín Méndez Fernández
General Manager of Grupo Guadalupe
Harinera Guadalupe, S.A. de C.V.
guillermo.mendez@harinera-guadalupe.com

cc: Member Schultz
Member Hedlund
Ricardo Rizo

HPwax
HASE PETROLEUM WAX CO.
44 South Dunton Avenue, Arlington Heights, IL 60005
847-259-2870 Fax 847-259-0221

10/7/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject : Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hase Petroleum Wax Company (HPW) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on the efficient, reliable, and cost-effective rail service to meet the needs of our company and our customers, and ensure the safe, timely delivery of our products across the country. At HPW we transport wax products to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation so that HPW has a bright future.

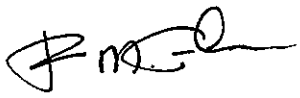
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including :

- Improved Service Reliability : Offering more direct routes resulting in greater flexibility while minimizing the risk of service disruptions.
- Reduced Transit Times : By eliminating interchanges where railcars are handed off, the combination will reduce transit times by several days, enabling us to deliver more goods to more HPW customers faster.
- Increased Investment : The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety.
- Expanded Reach : Our ability to access a broader geographic footprint will allow us to better serve our customers while reaching new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Very truly yours.



Thomas M. Gallo
V,P, Sales/Marketing
Hase Petroleum Wax Company
44 South Dunton Avenue
Arlington Heights, IL 60005
224-857-8232

Hawkeye
COMMODITIES COMPANY

10/31/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hawkeye Commodities is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Hawkeye Commodities, we transport bulk grain in covered hoppers to markets Nationwide, and to Canada, and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Hawkeye Commodities has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, and consumvers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

1050 SW Brookside Circle, Suite 100 | Grimes, IA 50111 | PHONE: 515-986-4441 TOLL FREE: 800-397-7370 FAX: 515-986-4448

Hawkeye
COMMODITIES COMPANY

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Shane Petersen

Merchandiser
Hawkeye Commodities
515-986-4441 ext 216

cc: Member Schultz
Member Hedlund

)))HAZTRAC(((

10-04-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Haztrac, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our clients and ensure the safe, timely delivery of our products across the country. At Haztrac, LLC, we transport Petroleum Products to markets generally on the West Coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Haztrac, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more clients, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Pete Kotoff
Senior Analyst
Haztrac, LLC
pk@haztrac.com

cc: Member Schultz
Member Hedlund

Hickman, Williams & Company

250 EAST FIFTH STREET, SUITE 300, CINCINNATI, OH 45202
PHONE: (513) 621-1946 FAX: (513) 621-0024

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hickman, Williams & Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the metals industry and ensure the safe, timely delivery of our products across the country. At Hickman, Williams & Company, we transport coal, coke & lime to markets across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Hickman, Williams & Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Benjamin Rankin
Vice President
Hickman, Williams & Company
brankin@hicwilco.com

cc: Member Schultz
Member Hedlund

HICKMAN'S
FAMILY FARMS

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hickman Family Farms is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our company and customers to ensure the safe, timely delivery of our products across the country. At Hickman's, we transport ingredients and products for internal use and packaging to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Hickman Family Farms has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

HICKMAN'S
FAMILY FARMS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

B. Grey Hickman
COO
Hickman's Family Farms
623-764-0757

cc: Member Schultz
Member Hedlund

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a valued customer of Union Pacific, High Performance Services, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company relies on dependable, efficient, and cost-effective rail service to meet the needs of our clients and ensure the safe and timely movement of essential materials across the country. At High Performance Services, we specialize in providing logistics and performance-driven supply chain solutions that often depend on rail transportation to move industrial materials, manufactured products, and project freight to destinations nationwide. Freight rail plays a critical role in our operations—helping us serve our customers reliably, reduce environmental impact, and to maintain our competitive edge.

We believe that the proposed merger will enhance service quality and network efficiency in ways that directly benefit shippers like us. Specifically, we anticipate the following advantages:

- **Improved Service Reliability:** A unified network will allow for more consistent schedules and fewer handoffs, reducing delays and improving supply chain predictability.
- **Reduced Transit Times:** Streamlined routes between major regions will shorten delivery cycles, helping us better meet our customers' expectations.
- **Increased Investment:** The merged railroad will have greater capacity to invest in advanced technology, infrastructure, and equipment—enhancing safety, sustainability, and long-term competitiveness.
- **Expanded Market Reach:** Access to a broader, coast-to-coast rail network will help us reach new markets and serve our customers more efficiently.

We appreciate the importance of the Surface Transportation Board's review process and trust that the Board will recognize how this merger can strengthen the national rail system, promote innovation, and benefit American businesses and consumers alike.

Thank you for your thoughtful consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Lazaro Alberto

President & CEO

High Performance Services, LLC.

October 20,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hiller Carbon, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of EAF Steel and Industrial Customers and ensure the safe, timely delivery of our products across the country. At Hiller Carbon, LLC., we transport metallurgical coal, anthracite coal, petroleum coke and other specialty graphite materials to the domestic and international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Hiller Carbon, LLC. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and suppliers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more locations, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring. I can be reached at 813.888.7808, or my email, Marty@hillercarbon.com

Sincerely,

Martin Hiller
Executive Chairman
Hiller Carbon, LLC.

cc: Member Schultz
Member Hedlund

HOBO Renewable Diesel LLC
1300 Post Oak Blvd, Suite 1350
Houston, TX 77056
Office: 713.800.2908 | Cell: 281.723.3633
Email: bbernard@hobord.com

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of HOBO Renewable Diesel LLC, I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. HOBO is a Houston-based renewable fuels company, and a long-standing Union Pacific customer. Our operations rely on dependable, efficient rail service to move renewable diesel feedstocks and finished product to markets across the country.

Rail is a critical backbone of our supply chain—enabling safe, economical, and lower-emissions transport for high-volume shipments. In today's evolving energy landscape, a resilient and better-connected rail network directly supports our ability to meet customer demand, maintain cost discipline, and advance our environmental commitments.

We believe the proposed combination will strengthen national freight connectivity and deliver practical benefits to shippers like us, including:

• Improved service reliability: More direct routing options and better network fluidity reduce interchange exposure and lower the risk of disruptions.
• Faster transit times: Streamlined end-to-end movements shorten cycle times, helping us meet

contractual delivery windows more consistently.
• Greater investment capacity: A unified system is better positioned to invest in infrastructure, technology, and equipment that enhance safety, capacity, and efficiency.
• Expanded market reach: Broader geographic coverage enables us to reach new customers and optimize lanes across key energy and industrial corridors.

We recognize the importance of the Board's review process and encourage careful consideration of the positive, system-wide impacts this merger can bring for shippers, workers, and the broader economy. Strengthening the nation's rail network will promote innovation, competitiveness, and long-term sustainability.

Thank you for your consideration of our perspective. We value our relationship with Union Pacific and look forward to the enhanced service and network benefits anticipated from this transaction.

Sincerely,



Bruce A. Bernard
Executive Vice President, Business Development
HOBO Renewable Diesel LLC
1300 Post Oak Blvd, Suite 1350, Houston, TX 77056
Office: 713.800.2908 | Cell: 281.723.3633
Email: bbernard@hobord.com

cc: Member Schultz
Member Hedlund

HOC INDUSTRIES
Contract Packaging Specialists
3511 North Ohio Street | Wichita, KS 67219-2609 | 800.999.9645 TOLL FREE | 316.838.5862 FAX | hocindustries.com

09/26/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, HOC Industries, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At HOC Industries we transport liquid chemicals to markets nationwide and onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that HOC Industries has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Harold Befort
Plant Manager
HOC Industries, Inc.
316-616-2830

cc: Member Schultz
Member Hedlund

HOME CITY GRAIN, INC.

Home, Kansas

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Home City Grain is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Home City Grain we transport agricultural products to markets nationwide and to the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently. We understand the importance of rail to our employees, our products, and our national economy. We understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Home City Grain has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of severe disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investments: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographical footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of the process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Brian Wullschleger
President
Home City Grain
1-785-799-3326

Cc: Member Schultz
Member Hedlund

HORIZON
RAIL GROUP

9/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Horizon Rail Group LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Horizon Rail Group LLC, we transport agricultural products, aggregate products, crude oil, chemicals, etc. to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Horizon Rail Group LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster and more efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Garton Slovacek
General Manager
Horizon Rail Group LLC
(405)202-9783 garton@horizonrailgroup.com

cc: Member Schultz
Member Hedlund

AVONDALE
Global Gateway
A HOST Company

9-23-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Avondale Global Gateway, LLC, a subsidiary of Host Terminals, LLC, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Avondale Global Gateway, LLC, we unload products from vessels such as steel, aluminum, copper, wood pulp and other breakbulk cargoes that are transported from all over the globe and delivered to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, because inland connectivity is crucial not just for us, but for US Ports in general.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers with improved efficiencies.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

AVONDALE Global Gateway

A HOST Company

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cees van de Mortel

Host Terminals, LLC

VP Commercial

cc: Member Schultz
Member Hedlund

Hub Group

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term provider of intermodal solutions and a substantial customer of both Union Pacific and Norfolk Southern, Hub Group, Inc. (Nasdaq: HUBG) writes to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Hub Group was founded over 50 years ago in Illinois as a family-owned intermodal provider and has grown into a publicly traded company offering comprehensive transportation and logistics management solutions to shippers across a wide range of industries. As we have grown to approximately $4 billion in revenue and 6,000 employees, intermodal freight solutions have remained our core service offering.

Hub Group owns over 50,000 intermodal containers that it uses to provide cost-effective, reliable, and fuel-efficient Intermodal freight transportation to thousands of intermodal shippers in industries such as consumer products, retail, durable goods, automotive, and food and beverage. For several years Hub Group has partnered with Union Pacific in the west and Norfolk Southern in the east to bring the many benefits of intermodal transportation to our customers. We believe that the formation of America's first transcontinental railroad through the merger of Union Pacific and Norfolk Southern will accelerate the full realization of the benefits of intermodal transportation for our customers and the United States economy.

The American freight rail network is a critical component of Hub Group's service offerings and of our customers' supply chains, allowing us to serve shippers by moving

large freight volumes efficiently and sustainably. As manufacturing in the United States further expands it is critical to have the reliable, efficient, and cost-effective freight rail service and offerings that Union Pacific and Norfolk Southern would more effectively provide as a combined company. Post-merger, Union Pacific and an integrated transcontinental railroad will provide significant competitive benefits, including:

- **Eliminating Interchanges:** Resulting in improved fluidity, shorter transit times for shippers and their end customers, enhanced fuel efficiency, and better asset utilization.
- **Improved Service Reliability:** Offering more direct routes and greater flexibility, thereby minimizing the risk of service disruptions.
- **Increased Investment:** Being better positioned to effectively invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** A broader, connected geographic footprint will allow Hub Group to better serve our customers and reach new ones.

We recognize that the STB's regulatory review is an important part of the merger process, and we encourage the STB to carefully consider the positive impact this merger will have on the United States economy, shippers across several industries, and Hub Group and its employees.

Thank you for your consideration of Hub Group's perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Phillip D. Yeager
President, Chief Executive Officer and Vice Chairman
Hub Group, Inc.

cc: Member Schultz
Member Hedlund

HUDBAY

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a prospective customer of Union Pacific, Hudbay Minerals Inc. is writing to express our support for a merger between Union Pacific and Norfolk Southern that maintains or enhances Union Pacific's current rail service and connections to and from the southwest United States.

Our company is developing the Copper World project in Tucson, Arizona and the Mason project in Yerington, Nevada and would benefit from efficient, reliable, and cost-effective rail service to meet the needs of our future customers and ensure the safe, timely delivery of our mineral products across the United States. Our mining projects, are expected to produce copper concentrates and copper cathodes for distribution across the United States and would benefit from a combined network with cost-effective rail service that has improved service reliability, reduced transit times and an expanded reach.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger could bring.

Sincerely,



Mark Haber
Vice President, Legal and Corporate Secretary
Hudbay Minerals Inc.

cc: Member Schultz
Member Hedlund
Steve Hayes, Executive Director, Marketing, Hudbay Minerals Inc.

25 York Street, Suite 800
Toronto, Ontario
Canada M5J 2V5
hudbayminerals.com

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Huguenot Fuels is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Huguenot Fuels, we transport Refined Petroleum products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Huguenot Fuels has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Thomas J Gladden Jr
Vice President
Huguenot Fuels, Inc
843-343-9415

cc: Member Schultz
Member Hedlund

HUNT FOREST PRODUCTS, L.L.C.

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hunt Forest Products, LLC ("Hunt") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Hunt, we transport manufactured plywood and lumber to markets in the United States that are hundreds of miles from our manufacturing facilities. Therefore, the American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will position us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

P O Box 1263 Ruston, LA 71273-1263 318-255-2245

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



L. Richard LeBlanc

President

cc: Member Schultz
Member Hedlund

HUNT REFINING COMPANY

9-30-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Hunt Refining Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Hunt Refining Company, we transport crude oil and refined products to markets across the country. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Hunt Refining Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt Lambert
Vice President, Logistics & Light Oils Marketing
Phone - 205.391.1328

cc: Member Schultz
Member Hedlund

ICE Service Group, Inc.
• Industrial • Construction • Environmental

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, I.C.E. Service Group, Inc.is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, dependable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At I.C.E. Service Group, Inc., we transport hazardous commodities to markets and disposal facilities nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes safely, efficiently, and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that I.C.E. Service Group, Inc., has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more material to its destination faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Gus Chirgott
CFO
I.C.E. Service Group, Inc.
email gchirgott@iceservicegroup.com

cc: Member Schultz
Member Hedlund

IceCap Cold Storage
1720 16th Ave
Council Bluffs, IA 51501
www.icecapcoldstorage.com

September 30, 2025

TO WHOM IT MAY CONCERN:

I'm writing today to express my support as a cold storage business owner that uses rail for the pending merger of Union Pacific and Norfolk Southern.

Our 487,000 square foot facility, served by rail is located in Council Bluffs IA, adjacent to a Union Pacific rail yard and we'll start shipping pork on rail for a customer, Tyson Foods starting in November, 2025. We've been preparing for this for quite some time.

We're especially excited about shipping what is produced in the heart of America (pork, beef and chicken primarily) to the ports and this merger will connect around100 ports across 43 states! This is much easier and faster for one railroad to handle the entire distance vs a transfer.

Please feel free to reach out if any questions.

Thank you,
Monte Froehlich
President, IceCap Cold Storage
monte.froehlich@uspmgmt.biz

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Vantage Oleochemicals, Inc., is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Vantage Oleochemicals, Inc., we manufacture and transport our oleochemicals (stearic, oleic and glycerin) to markets throughout the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Vantage Oleochemicals, Inc., has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Maureen Hearne

Supply Chain Manager

Vantage Oleochemicals, Inc.

Maureen.Hearne@vantagegrp.com

cc: Member Schultz
Member Hedlund



Independent Commodity Trading
308 B Congress Ave.
Ausn, TX 78701

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Independent Commodity Trading LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Independent Commodity Trading LLC, we transport refined fuel products, petrochemicals, and related energy commodities to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Independent Commodity Trading LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jose Suarez
Chief Executive Officer
Independent Commodity Trading
308B Congress Ave
Austin, TX 78701

cc: Member Schultz
Member Hedlund

Independent Dispatch Inc.

September 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Independent Dispatch, Inc. (IDI) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, IDI competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.



Independent Dispatch Inc.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Gregory Gilbert

Gregory Gilbert
President
Independent Dispatch, Inc.
503-535-6404
ggilbert@independentdispatch.com

cc: Member Schultz
Member Hedlund



INDEPENDENT SALT Company

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Independent Salt is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers. At Independent Salt, we rely on Union Pacific to transport rock salt to markets across the Midwest. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation. These investments will provide long-term benefits for not only us but to our growing base of customers as well.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



INDEPENDENT SALT Company

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt Keener
Vice President
Independent Salt Company
matt@indsalt.com

cc: Member Schultz
Member Hedlund

Docusign Envelope ID: 58CE72F5-6449-4E4A-B5C8-9C5AF0486E3F

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long standing shortline partner of Union Pacific and Norfolk Southern, Industrial Rail Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in 36 different states across the U.S. and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Rail accessibility:** Merger would allow customers to easily develop rail solutions and avoid costly and time-consuming interchanges.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

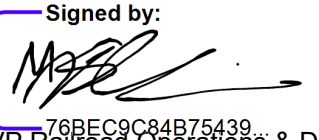
Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Docusign Envelope ID: 58CE72F5-6449-4E4A-B5C8-9C5AF0486E3F

Sincerely,

Michael Shabinaw

Signed by:



76BEC9C84B75439...

VP Railroad Operations & Development
Industrial Rail Group

mshabinaw@industrialrailgroup.com

cc: Member Schultz
Member Hedlund

INFINITE™
RECYCLED TECHNOLOGIES

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

On behalf of **Infinite Recycled Technologies**, I am writing to express our strong support for the proposed merger between **Union Pacific** and **Norfolk Southern**.

As a longtime Union Pacific customer, Infinite Recycled Technologies relies on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products nationwide. Our company transports recycled glass, also known as cullet, to markets across the United States. The American freight rail network is a vital part of our supply chain, allowing us to move large volumes of material efficiently and sustainably.

We recognize the essential role rail transportation plays in supporting our employees, customers, and the broader national economy. We also understand the importance of continued investment in rail infrastructure to ensure future growth, innovation, and sustainability.

We believe that this merger will enhance competition and deliver substantial benefits for both Union Pacific and businesses like ours, including:

- **Improved Service Reliability:** A unified network will create more direct routes and greater operational flexibility, reducing the risk of service disruptions.
- **Reduced Transit Times:** Eliminating interchanges between carriers will shorten transit times, enabling us to serve our customers more quickly and efficiently.
- **Increased Investment:** A transcontinental system will be better positioned to invest in infrastructure, technology, and equipment—enhancing service quality, capacity, and safety.
- **Expanded Market Reach:** A broader, integrated network will allow us to reach new markets and better serve our existing customers.

We appreciate the critical role of the Surface Transportation Board in evaluating this proposal and respectfully urge you to consider the significant positive impacts this merger will have on small businesses like ours and the overall U.S. economy.

Thank you for your consideration. We look forward to the continued partnership and improved service opportunities this merger will bring.

Sincerely,

Patrick Elmore
President
Infinite Recycled Technologies
(507) 320-7522
PatrickE@infiniterecycledtech.com

[redacted]

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Ingenia Polymers Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Ingenia Polymers Inc., we transport plastics and polymer compounds to markets nationwide and to the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Ingenia Polymers Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Amit Sengupta
Import Export Manager
Ingenia Polymers Inc.

416-333-1461
Amit.Sengupta@ingeniapolymers.com

cc: Member Schultz
Member Hedlund

Inland Empire Distribution Systems, Inc.

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, IEDS Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At IEDS Logistics, we transport aerospace, structural steel, pipe, lumber, beer, construction products to/from markets in the Pacific Northwest and nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that IEDS Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Inland Empire Distribution Systems, Inc.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matthew Ewers

Principal, Senior Vice President
IEDS Logistics
mattewers@ieds.net

cc: Member Schultz
Member Hedlund

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Innovative Ag Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Innovative Ag Services, we transport corn and soybeans to markets throughout the United States, into Mexico, Canada, and around the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our member owners, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Innovative Ag Services can continuing offering our members a valuable market for their grain production.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Charlie White
Vice President of Grain
Innovative Ag Services
(641) 864-2561
cwhite@InnovativeAg.com

cc: Member Schultz
Member Hedlund

INTEGRATED PROTEINS

11/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Integrated Proteins strongly supports the proposed merger with Norfolk Southern.

At Integrated Proteins, we provide Protein meal for Diamond Pet Food and a few other pet food companies across the United States and Abroad. The American freight rail network is essential for our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth across many communities throughout the United States.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can meet demand while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Todd Dueling
Director of Rail Operations
Integrated Proteins
208-241-6819 1480 NW Vivion Road Kansas City MO 64118

cc: Member Schultz
Member Hedlund

InTek Logistics

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, InTek Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, InTek Logistics competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

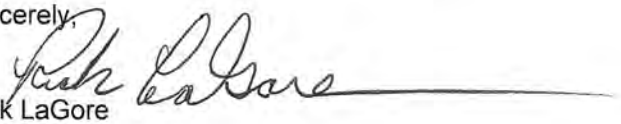
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Rick LaGore
CEO
InTek Logistics
3174-284-6857

cc: Member Schultz
Member Hedlund

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Interacid North America, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Mining, Industrial, Municipalities, Fertilizers and Agriculture and ensure the safe, timely delivery of our products across the country. At Interacid, we import and distribute nationwide by rail a significant volume of Sulfuric Acid, a product that is critical to the success of these industries. The American freight rail network is a vital component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our company, suppliers and customers have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brent Shonka
President and General Manager
Interacid North America, Inc.
(813) 545-6218

cc: Member Schultz
Member Hedlund

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Vice President – Environmental, Health, Safety & Security of International-Matex Tank Terminals LLC, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Traci L. Johnson, P.E.
Vice President – Environmental, Health, Safety & Security

cc: Member Schultz
Member Hedlund

INTERSTATE
WASTE SERVICES

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Norfolk Southern, Interstate Waste Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our operations and ensure the safe, timely delivery of our services to our customers. At Interstate Waste Services, we transport municipal solid waste from our collection operations across the greater New York, New Jersey and Connecticut region to our landfill operations in eastern Ohio. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our operations and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Interstate Waste Services has a bright future.

We believe that the proposed merger will yield significant benefits for Norfolk Southern partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Brian D'Amico
Executive Chairman
Interstate Waste Services
E-Mail: bdamico@interstatewaste.com
Cell: 716-570-0035

cc: Member Schultz
Member Hedlund



September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Iowa Corn Processors, L.C. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Iowa Corn Processors, we transport degermed, debranned dry-milled corn grits, meals and flours to the brewing, ready-to-eat cereals, snack food, batters and breading manufacturers nationwide, as well as exports. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Iowa Corn Processors has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Chris Giguere

President & CEO

20481 Sycamore Ave
Glidden, IA 51443

cc: Member Schultz
Member Hedlund

[09-17-2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, IRIS USA, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At IRIS USA, Inc, we transport polypropylene and raw materials that are used to make plastic products that we manufacture to markets *nationwide and then onto the rest of the world*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that IRIS USA, Inc, has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's c*ustomers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Janet Johnsen
Director of Procurement
IRIS USA, Inc.
janet.johnsen@irisusainc.com

cc: Member Schultz
Member Hedlund

Sept 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *ITAFOS* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At *ITAFOS* we transport fertilizer to US and Canadian markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that *ITAFOS* has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Delaney
CEO
Itafos
David.delaney@itafos.com

cc: Member Schultz
Member Hedlund

Jaco Commodities, LLC
Integrity Driven
4695 US 75 Ave - Box 9 - Maurice, IA 51036

[10-10-25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, [*JACO COMMODITIES LLC*] is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of [*JACO'S customers / consumers*] and ensure the safe, timely delivery of our products across the country. At [*JACO COMMODITIES*, we transport BULK AGRICULTURAL PRODUCTS] to markets [*nationwide {and then onto the rest of the world}*]. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that [*JACO*] has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [*customers/partners*] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [*customers / consumers*], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Jaco Commodities, LLC
Integrity Driven
4695 US 75 Ave - Box 9 - Maurice, IA 51036

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

[JEFF HARTMAN]
[OWNER)
[JACO COMMODITIES LLC]
[JEFF HARTMAN

712-395-3337

jeff@jacocommoities.com]

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

24 September 2025

Dear Chairman Fuchs,

Re: Support for Union Pacific and Norfolk Southern Merger

As a longtime customer of Union Pacific and Norfolk Southern, Javelin Global Commodities US Holdings Inc. is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, both domestic and overseas, and ensure the safe, timely delivery of our products across the country. At Javelin Global Commodities US Holdings Inc. , we transport 60 million tons of bulk commodities, largely originating in North America, to markets throughout the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that companies like ours have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for partners of Union Pacific and Norfolk Southern like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones as we continue to grow into new markets

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Yours faithfully,

Peter Pritchard
Chief Executive Officer
Javelin Global Commodities US Holdings Inc.
Peter.Pritchard@jvln.com
+1-646-586-9529

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

24 September 2025

Dear Chairman Fuchs,

Re: Support for Union Pacific and Norfolk Southern Merger

As a longtime customer of Union Pacific and Norfolk Southern, Javelin Global Commodities (UK) Ltd is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, both domestic and overseas, and ensure the safe, timely delivery of our products across the country. At Javelin Global Commodities (UK) Ltd, we transport 60 million tons of bulk commodities, largely originating in North America, to markets throughout the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that companies like ours have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for partners of Union Pacific and Norfolk Southern like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones as we continue to grow into new markets

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Yours faithfully,

Peter Bradley
Chief Executive Officer
Javelin Global Commodities (UK) Ltd
Peter.Bradley@jvln.com
+44 207 123 5900

JEI, Inc.

1876 Custer Roberts Hollow Ln.
Custer Ky. 40115
(270) 536-3521

September 29th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, JEI, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At JEI, Inc., we transport bales of Scrap paper and other many other commodities to markets nationwide and into Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that JEI, Inc., has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific our partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Gerardo M. Jaime
General Manager
JEI, Inc.
847-830-2619 Cell

cc: Member Schultz
Member Hedlund

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, JET Infrastructure is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company operates fuel infrastructure that supports the movement of sustainable aviation fuel (SAF), renewable diesel (RD), ethanol, and conventional jet fuel across key markets in California and beyond. Reliable, efficient rail service is a critical part of our supply chain, enabling us to move large volumes safely, cost-effectively, and with lower carbon intensity.

We understand firsthand how vital the American freight rail network is to our operations, our employees, and the broader economy. Continued investment and innovation in rail infrastructure are essential to ensuring that companies like JET can grow and meet the evolving needs of the energy transition.

We believe that the proposed merger will enhance competition and deliver meaningful benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kyle Reamer

Kyle Reamer
Commercial Director
JET Infrastructure
Kyle.Reamer@JET-Infrastructure.com | 817.313.8457

cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a long-time customer of Union Pacific, Jobe Materials, L.P. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country.

At Jobe Materials, L.P., we transport cement and fly-ash by rail to be used in our ready-mix concrete and prestressed/precast concrete products that are essential to mobility and infrastructure projects within our region. At our Union Pacific yard, we have also received a number of other materials, including steel, clay, utility poles, and fuel. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments and new commitments for growth and innovation, so that Jobe Materials, L.P. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive our commodities quicker.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

JOBE MATERIALS, L.P.
1150 SOUTHVIEW DR., EL PASO, TX 79928
PHONE (915) 298-9900 – FAX (915) 298-9990

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.

We look forward to the continued partnership and enhanced service that this merger will bring.

Very truly yours,

Ralph Wm. Richards
Vice President and Sr. General Counsel

RWR/vr

pc: Member Schultz
Member Hedlund

JOHN ARAMBEL TRUCKING
P.O. BOX 1114
ROCK SPRINGS, WY 82902
(307)382-6645

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, John Arambel Trucking, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of product across the country. At John Arambel Trucking we transport bulk products and petroleum products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that John Arambel Trucking has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.

JOHN ARAMBEL TRUCKING
P.O. BOX 1114
ROCK SPRINGS, WY 82902
(307)382-6645

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

John F. Arambel
President
John Arambel Trucking, Inc.
john@arambeltrucking.com

JONES
WHOLESALE LUMBER

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Jones Wholesales Lumber Co (Jones) and Union Pacific have engaged in business for some time. I am writing to you today to encourage your positive consideration on the proposed merger between Union Pacific and Norfolk Southern.

Jones depends on efficient, reliable, and cost-effective rail service to meet the needs of the markets we serve. In this effort we always attempt to ensure the safe and timely delivery of our products across the country. We transport lumber, engineered wood products and panels via rail to support regional markets (CA, AZ and NV) in the supply of construction materials. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance this effort and will sustain the critical supply of materials used in new construction, disaster recovery and are critical in the employment of a substantial portion of your national economy.

Union Pacific has been a leading provider through continued reinvestment and a committed focus the provides the following:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Regards,

John M Cencak, President

Cc: Member Shultz, CC:Member Hedlund

10711 S Alameda St, Lynwood, CA 90262 www.joneswholesale.com (323) 567-6656, john.cencak@joneswholesale.com

JORDAN FOSTER CONSTRUCTION

7700 C.F. Jordan Drive
El Paso, Texas 79912
P: 915.877.333
F: 915.877.3999

A Foundation of Excellence℠

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the Jordan Foster Infrastructure Group, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

John Goodrich

cc: Member Schultz
Member Hedlund

OUR PEOPLE MAKE THE DIFFERENCE
KATOEN NATIE

KATOEN NATIE GULF COAST, INC
10925 SH 225
LAPORTE, TEXAS 77571
USA
PHONE +1 281 941-1011
FAX +1 281 941-1010
info@katoennatie.com
www.katoennatie.com

September 18th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Katoen Natie USA Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. Katoen Natie is a global logistics company, we package and transport polymers like polyethylene and polypropylene to markets locally and globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our services, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Katoen Natie can also continue to grow and be successful in the future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and partners like Katoen Natie, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

MAILING ADDRESS
P.O. BOX 959
LAPORTE, TEXAS 77572-0959

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Frank Vingerhoets
President

Katoen Natie Gulf Coast Inc.
Tel: 713 502 5356
fvingerhoets@ktnusa.com

cc: Member Schultz
Member Hedlund

SINCE 1898
kellypipe
THE ULTIMATE SOURCE

10-23-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Kelly pipe is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Kelly pipe , we transport steel pipe and steel coils to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Kelly pipe has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

SINCE 1898
kellypipe
THE ULTIMATE SOURCE

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cesar Acevedo]
OPERATIONS MANAGER
Kelly pipe LLC
cacevedo@kellypipe.com

cc: Member Schultz
Member Hedlund

Kennedy
RICE MILL
A Kennedy Company | Mer Rouge, La

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Kennedy Rice Mill, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Kennedy Rice Mill, LLC, we transport raw and finished agricultural goods to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Kennedy Rice Mill, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including: Anheuser Busch, Kellogg's, Kellanova, Vigo, Gulf Pacific, Post, and others.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

KEN'S

Manufacturers of Fine Food Products

Corporate:
1 D'Angelo Drive
P.O. Box 849
Marlborough, MA 01752
(508) 229-1100
Fax: (508) 485-6882

155 King Mill Road
McDonough, GA 30253
(770) 898-8000
Fax: (770) 898-051

8925 Ken's Court
Las Vegas, NV 89139
(702) 932-6400
Fax: (702) 932-6465

917 Edwards Drive
Lebanon, IN 46052
(765) 505-7900
Fax: (765) 505-7907

Wednesday 10/01/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Kens Foods LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and consumer and ensure the safe, timely delivery of our products across the country. At Kens Foods LLC we transport Soy Oil, Canola Oil, Corn Syrup, Tomato Paste and Pepper Sauce to markets across all of the USA and do a little exporting to other countries. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Kens Foods LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Fran Tarpey
Senior Supply Chain Manager
Kens Foods LLC

P:508-229-1184 C: 508-523-6977

cc: Member Schultz
Member Hedlund

9/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Key Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Key Cooperative's member owners and customers to ensure the safe, timely delivery of our products across the country. At Key Cooperative, we currently transport corn and soybeans to markets primarily to the West and Southwest. This merger would allow more reliable and efficient access to markets for our products in the East and Southeast. We also bring unit trains of crop nutrients which would benefit from expanded service corridors. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Key Cooperative has reliable and more efficient service far into the future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like Key Cooperative, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more timely and efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Boyd Brodie
General Manager

Key Cooperative
13585 620th Ave.
Roland, IA. 50236
(515) 388-8028

cc: Member Schultz
Member Hedlund


KEY
COOPERATIVE
your essential business partner

ROBINSON NEVADA MINING COMPANY

23rd September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Robinson Nevada Mining Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Robinson Nevada Mining Company, We transport copper concentrate to markets nationwide, reaching our customers and key port facilities via rail, with final destinations including Canada, the United States, and major international regions such as Japan, South Korea, and China. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Robinson Nevada Mining Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Neil Jensen
VP & GM
KGHM Robinson
neil.jensen@us.kghm.com

775-289-7414

cc: Member Schultz
Member Hedlund

KNICHEL
LOGISTICS

September 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Knichel Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Knichel Logistics competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will reduce transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

3000 WESTINGHOUSE DRIVE, SUITE 401, CRANBERRY TOWNSHIP, PA 16066
WWW.KNICHELLOGISTICS.COM INFO@KNICHELLOGISTICS.COM +888-386-7450

KNICHEL
LOGISTICS

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kristy Knichel
CEO/President
Knichel Logistics
kknichel@knichellogistics.com
724-544-5713

cc: Member Schultz
Member Hedlund

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Chemstar, LLC and Renstar, LLC, I am writing to express our support for the proposed Union Pacific–Norfolk Southern merger.

Our businesses rely heavily on rail-based logistics as the backbone of our supply chain. Chemstar provides logistical and marketing solutions for crude oil, condensate, refined products, blendstocks, chemicals, NGLs, and LPGs, while our affiliate Renstar focuses exclusively on low-carbon fuels such as biodiesel, renewable diesel, and sustainable aviation fuel (SAF).

Rail service is central to our ability to move these products safely, efficiently, and at scale. The reliability and reach of the rail network directly impacts our customers and partners across the U.S. and Canada, especially in New England and the Great Lakes, where rail connectivity is critical.

We believe this merger will deliver important benefits to shippers like us, including:

- Improved service reliability and reduced transit times, which are essential for both conventional and renewable fuels.
- Expanded market reach through stronger rail connectivity, linking origin supply points with key demand centers.
- Greater investment in rail infrastructure and safety, supporting the continued growth of rail-based energy logistics.

Chemstar and Renstar are committed to building a sustainable energy future. To achieve that, we need a strong, resilient rail network that can support both conventional fuels and the rapid scaling of renewables. We respectfully encourage the Board to approve this merger and the service improvements it represents.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Joe Natale
Director
Chemstar, LLC

cc: Member Schultz
Member Hedlu

KONYA MINING COMPANY

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Konya Sands is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Konya Sands, we transport high quality silica sand to markets nationwide for industrial, foundry, recreational and frac usage. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Konya Sands has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

KONYA MINING COMPANY

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Olivia Milhizer
Logistics Manager
Konya Mining Company
o.milhizer@konyamining.com

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, **KOPRIMO, SA DE CV** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, and ensure the safe, timely delivery of our products across the country. At **KOPRIMO SA DE CV**, we transport soda ash, sodium bicarbonate, silica sand, borons, *etc* to mexican markets The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably.
We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **KOPRIMO SA DE CV** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Cyntia Mendoza Vilchis
Supply Chain Manager
KOPRIMO, SA DE CV
[52 5544410386

cc: Member Schultz
Member Hedlund

PROTESTO LO NECESARIO
Cyntia Mendoza Vilchis
R.F.C. MEVC8108097P3

José María Velasco 34
Col. San José Insurgentes
Alc. Benito Juaréz 03900 CDMX
5687 5007 / 5687 5028 / 5682 1086

KUEHNE+NAGEL

September 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Kuehne and Nagel is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As a leading truckload and intermodal company, Kuehne and Nagel understands firsthand that the American freight rail network is critical to our supply chain. We also recognize that continued investment and innovation in rail will allow us to continue to grow and drive efficient and sustainable transportation solutions to our customers.

We believe that the proposed merger will enhance competition and yield significant benefits for customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new markets.

We are optimistic that the proposed merger will not only drive improved service and efficiency but will also lead to additional innovation and a streamlined customer experience.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

KUEHNE+NAGEL

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian Johnson

Vice President Multimodal
Kuehne and Nagel
6625 Lenox Park Drive Memphis, TN 38115
901-271-8830

cc: Member Schultz
Member Hedlund

LAKESIDE FOODS EST 1887

Sept 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Lakeside Foods Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Lakeside Foods, we transport canned and frozen vegetables, meats products like sausage, links, bratwurst, and frozen appetizers, whipped topping and pet food, to markets nationwide and some global destinations. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Lakeside Foods Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

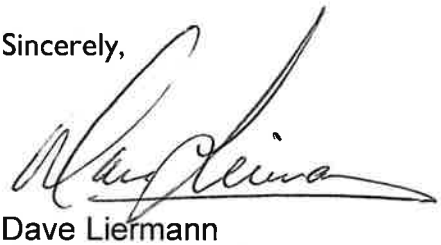
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

2400 S 44th | PO Box 1327 | Manitowoc, WI 54221-1327
Phone: 920.684.3356 | Fax 920.686.4033 | lakesidefoods.com

LAKESIDE FOODS EST 1887

Sincerely,



Dave Liermann
Director of Logistics
Lakeside Foods Inc
920-686-4024
dliermann@lakesidefoods.com

cc: Member Schultz
Member Hedlund

LANDUS

9/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Landus Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. Landus, we transport grains and feed ingredients to markets nationwide and across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Landus Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

LANDUS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Eric Heismeyer
President and CEO
Landus Cooperative
Eric.Heismeyer@landus.ag

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Landwehr Construction, Inc. strongly supports the proposed merger with Norfolk Southern.

At Landwehr Construction, Inc., we provide crane offloading services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

LANDWEHR HEADQUARTERS
www.landwehrconstruction.com

Corporate Headquarters
851 60th St South
St. Cloud, MN 56302-1086

Toll free: 1-800-456-1284
Phone: 320-252-1494
Fax: 320-252-2380

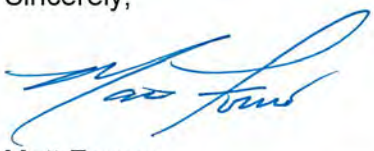
An equal opportunity employer

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Matt Fourre
VP, Chief Commercial Officer
Landwehr Construction, Inc.
320-252-1494

matt@landwehrconstruction.com

cc: Member Schultz
Member Hedlund

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Lane Forest Products, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Lane Forest Products, Inc, we transport landscaping materials to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Lane Forest Products, Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Oren Posner
Vice President
Lane Forest Products, Inc
541-345-9085

cc: Member Schultz
Member Hedlund



The company to grow with
Lane Forest Products Inc. | 2111 Prairie Rd. Eugene, OR. 97402 | laneforest.com

LEVECKE
WINE, BEER & SPIRITS

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, LeVecke Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of many customers and ensure the safe, timely delivery of our products across the country. At LeVecke Corporation, we transport Distilled Spirits and Wine products to markets across entire US Map. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that LeVecke Corporation has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

LEVECKE
WINE, BEER & SPIRITS

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Carl LeVecke
VP of Operations
LeVecke Corporation
carllevecke@levecke.com

cc: Member Schultz
Member Hedlund

GIBBY GROUP

SINCE 1944

134 East Highway 81 Burley, Idaho 83318 ❖ phone 208-654-2733 ❖ email office@gibbygroup.com ❖ fax 1-866-917-2553

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Gibby Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Gibby Group, we transport agricultural goods to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Gibby Group has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

GIBBY GROUP

SINCE 1944

134 East Highway 81 Burley, Idaho 83318 ❖ phone 208-654-2733 ❖ email office@gibbygroup.com ❖ fax 1-866-917-2553

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Monte Quast
CEO
Gibby Group
monte@gibbygroup.com

cc: Member Schultz
Member Hedlund

9/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Lightle Sand & Construction is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Lightle Sand & Construction, we transport agricultural products, aggregate products, chemicals, crude oil, etc. to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Lightle Sand & Construction has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster and more efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Dollar
Manager
Lightle Sand & Construction
(405)203-3382 david@dollartrucking.com

cc: Member Schultz
Member Hedlund

The Lincoln Building
22 South Main Street
Greenville, SC 29601

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of, and contractor to Norfolk Southern, Lincoln Energy Solutions and Lincoln Terminal Company, respectively, are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our companies depend on efficient, reliable, and cost-effective rail service to meet the needs of our shippers and end-use customers, and to ensure the safe, timely delivery of our products across the country. At Lincoln Energy, we ship large volumes of ethanol and biodiesel to markets across the US, but in particular to destinations in the Southeast. Specifically, in 2024 Lincoln Energy marketed and/or shipped nearly17,000 carloads of ethanol and biodiesel and nearly 16,000 carloads 2025 YTD. At Lincoln Terminal, we own, operate and/or control five rail-to-truck or rail-to-pipe transload facilities in the Southeast that are open to all interested customers. Further, we are working with Norfolk Southern to develop additional transload facilities in other markets and handling other commodities.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Lincoln Energy and Lincoln Terminal have a bright future.

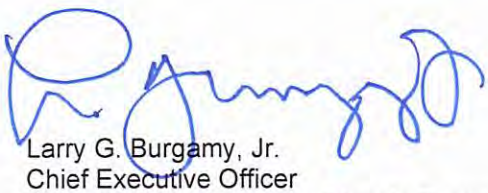
We believe that the proposed merger will yield significant benefits for Norfolk Southern customers and service providers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more renewable fuels to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Larry G. Burgamy, Jr.
Chief Executive Officer
Lincoln Energy Solutions/Lincoln Terminals
(864) 382-2114
lburgamy@lincolnenergysolutions.com

cc: Member Schultz
Member Hedlund

The Lincoln Building
22 South Main Street
Greenville, SC 29601

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of, and contractor to Norfolk Southern, Lincoln Energy Solutions and Lincoln Terminal Company, respectively, are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our companies depend on efficient, reliable, and cost-effective rail service to meet the needs of our shippers and end-use customers, and to ensure the safe, timely delivery of our products across the country. At Lincoln Energy, we ship large volumes of ethanol and biodiesel to markets across the US, but in particular to destinations in the Southeast. Specifically, in 2024 Lincoln Energy marketed and/or shipped nearly17,000 carloads of ethanol and biodiesel and nearly 16,000 carloads 2025 YTD. At Lincoln Terminal, we own, operate and/or control five rail-to-truck or rail-to-pipe transload facilities in the Southeast that are open to all interested customers. Further, we are working with Norfolk Southern to develop additional transload facilities in other markets and handling other commodities.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Lincoln Energy and Lincoln Terminal have a bright future.

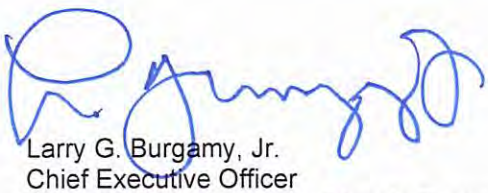
We believe that the proposed merger will yield significant benefits for Norfolk Southern customers and service providers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more renewable fuels to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Larry G. Burgamy, Jr.
Chief Executive Officer
Lincoln Energy Solutions/Lincoln Terminals
(864) 382-2114
lburgamy@lincolnenergysolutions.com

cc: Member Schultz
Member Hedlund

LINDSEY & OSBORNE PINE BLUFF, LLC

7660 OLD 12 CROSSROADS

PO BOX 56

CHESTER, AR 72934

September 29, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Lindsey & Osborne Pine Bluff, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, which include GATX Transportation, CIT, Trinity Rail, Dow Chemical, Equistar Chemical and Union Tank Car. Since we store railcars for private car owners, our customers ship their equipment to markets in the United States, Canada and Mexico. It is imperative to provide safe and timely delivery of the railcars we store to the rail customers across the Western Hemisphere. The American freight rail network is a critical component of our supply chain, allowing us to move our customers railcars efficiently and sustainably. We understand the importance of rail to our employees and the national economy. We also understand firsthand how these rail networks need new investments,

and new commitments for growth and innovation, so that Lindsey & Osborne Pine Bluff, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for our company and other Union Pacific customers, including:

Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

Reduced Transit Times: Fast delivery of our customers' equipment is critical. By eliminating interchanges where railcars are handed off, the transit time to the end user of the railcars is reduced, allowing more turns of our customers' equipment per year.

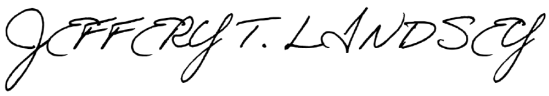
Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service this merger will bring.

Sincerely,



Jeffery T. Lindsey

Managing Member

Lindsey & Osborne Pine Bluff, LLC

903-278-4855

Cc: Member Schultz

Member Hedlund

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, LinkOne Ingredients is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At LinkOne Ingredients we transport pet food ingredients to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that LinkOne Ingredients has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cody Schmidt

Director of Logistics

LinkOne Ingredients

cschmidt@linkone-solutions.com

cc: Member Schultz
Member Hedlund

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, LMS International is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, such as Gerdau Specialty Steel Manufacturers. This ensures the safe, timely delivery of our products across the country. At LMS International, we transport metal, paper and lumber products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that LMS International has a bright future.

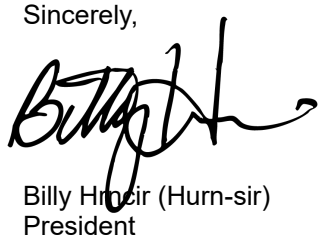
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Billy Hmcir (Hurn-sir)
President
LMS International
6019 Riverside Dr, Laredo, Texas, 956-286-0643

cc: Member Schultz
Member Hedlund

Loblaws

September 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Loblaws is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Loblaws competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Loblaws

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Wael Yehia

VP, Transport Operations

C: 4168195766

cc: Member Schultz
Member Hedlund

LOGINTEL
Logística inteligente

October 1st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Logintel is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers, like **Heinz Foods, Laboratorias PISA (Electrolit), G3 Group (spirits)** etc. and ensure the safe, timely delivery of our products across the country. At Logintel, we transport many kinds of products, for example agricultural goods, manufactured products, chemicals, and more to the national and the international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably.

We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Logintel has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Best Rates:** This is a result of the combined assets and experience of both companies. We are eager to discuss how we can grow our business with you and the rate improvements once the merger is completed.

LOGINTEL
Logística inteligente

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Fernando Salcedo Moreno
Chief Financial Officer
Logintel
+52 (33) 3697-1900

Km. 1.5 Carretera a San Martin de las Flores

El Salto, Jalisco, Mexico C.P. 45680

cc: Member Schultz
Member Hedlund

L.A. GRAIN

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime Union Pacific customer and as a former Mayor here in California, I write in strong support of the proposed merger between Union Pacific and Norfolk Southern. I respectfully urge the Surface Transportation Board to give this proposal careful and favorable consideration.

My company, **Los Angeles Harbor Grain Terminal**, is a third-generation, family-owned business and one of the largest agricultural export transloaders on the West Coast. Each year, we export **over 1 billion pounds** of U.S.-grown soybeans, corn, wheat, and other commodities—much of it originating from the Midwest, including points as far east as Ohio, Michigan, and Wisconsin—to key markets in **Asia, the Middle East, and South America**. Our success depends on **timely, reliable, and cost-effective rail service**.

In our experience, the current freight rail structure presents operational inefficiencies, particularly when shipments require interchange between carriers for cross country shipments. This merger represents a real opportunity to improve competition and modernize rail service in ways that benefit exporters like us and the broader U.S. economy. Specifically, we believe the combined UP–NS network would deliver the following benefits:

- **Enhanced Service Reliability** – A unified network that offers more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Quicker Transit Times** – Eliminating redundant interchanges cutting multiple days for long-haul shipments, enhancing our global competitiveness and bringing exports to market faster.
- **Private Sector Infrastructure Investment** – A stronger transcontinental carrier will be positioned to invest in capacity, safety, technology, and infrastructure.
- **Market Development Opportunities** – A more extensive and cohesive network opens new domestic and international market opportunities for US agricultural products.

As a stakeholder who directly contributes to U.S. exports and rural economies, I urge the STB to recognize the real-world benefits this merger would deliver for shippers and the national freight system.

Los Angeles Harbor Grain Terminal, LLC • 2422 E. Sepulveda Blvd., Long Beach, CA 90810 • 562-595-7559

L.A. GRAIN

As a former elected official, I understand that regulatory review is an important part of the process. Weighing public comment and listening to all sides allows you to get a full picture of the implications your decision will have. With that said, I encourage you to carefully consider the positive impact this merger will have on businesses like mine and the broader economy, especially as we strive to better balance international trade and strengthen our nation's economic position in the world.

Thank you for your leadership and thoughtful consideration of this matter. We stand ready to support a future of enhanced freight service and expanded rail capacity.

Sincerely,

Hon. Dwight Robinson
President/CEO
Los Angeles Harbor Grain Terminal
drobinson@lagrain.com

cc: Member Schultz
Member Hedlund

Los Gatos
Tomato Products

September 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Los Gatos Tomato Products is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on an efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Los Gatos, we transport bulk-ingredient Tomato Paste to food manufactures across the U.S. who then create finished goods shared with the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Los Gatos Tomato Products has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Catrina Johnson
Vice President of Supply Chain
Los Gatos Tomato Products
209-704-2638
cjohnson@losgatostomato.com

cc: Member Schultz
Member Hedlund

1610 West End Ave., Suite 200
Nashville, TN 37203
615.986.5600
LPCorp.com

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Louisiana Pacific Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Louisiana Pacific Corporation, we transport engineered wood building products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Louisiana Pacific Corporation has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, **faster**.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

1610 West End Ave., Suite 200
Nashville, TN 37203
615.986.5600
LPCorp.com

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ryan E. Purman
Logistics Director
Louisiana Pacific Corporation
1610 West End Avenue, Suite 200 • Nashville, TN 37203
E: Ryan.Purman@LPCorp.com
M: 615-836-9116

cc: Member Schultz
Member Hedlund

MADDEN CONTRACTING COMPANY, LLC

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Madden Contracting Company, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends upon efficient, reliable, and cost-effective rail service to meet the needs of ourselves and our customers and to ensure the safe and timely delivery of our products into the marketplace. At Madden Contracting, we furnish and deliver crushed stone aggregates and highway paving materials into our markets in Louisiana and Texas. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of the freight rail network to our companies, our marketplace, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Madden Contracting has a bright future.

We believe that the proposed merger will enhance competition, open new sources of supply and yield significant benefits for Union Pacific customers like ourselves including:

(1) Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
(2) Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers faster.
(3) Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
(4) Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Post Office Box 856 • Minden, Louisiana 71058-0856 • Phone (318) 377-0928 • Fax (318) 377-9065

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

We thank you for your consideration of our thoughts. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

MADDEN CONTRACTING CO., LLC

S. Douglas Madden
Manager

pc: Member Schultz
Member Hedlund

MBI Manley Bros. of Indiana. Inc.
P.O. Box 80, 300 South Vermillion St
Troy Grove Illinois 61372

October 1 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Manley Bros. of Indiana Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Manley Bros. of Indiana Inc. we transport Industrial Silica Sand to manufacturing and energy markets throughout North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Manley Bros. of Indiana Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

· Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

· Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

· Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

· Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Paul JE Salt

President

Manley Bros. of Indiana Inc.
Manley Bros. of Texas LLC.
Advanced Minerals LLC.

Tel 830 481 2577
psalt@manleybros.com

cc: Member Schultz
Member Hedlund

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, MANTTRA GIMSA is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our clients and customers, and ensure the safe, timely delivery of our products across the country. At MANTTRA GIMSA, we transport granulated fertilizer and various to markets nationwide throughout the entire republic. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that MANTTRA GIMSA has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific to clients and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Christian Guevara
Logistics Coordinator
MANTTRA GIMSA
8661231156

cguevarar@manttragimsa.com.mx

cc: Member Schultz
Member Hedlund


GIMSA

MAPLE LEAF
Distribution Services

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, MapleLeaf Distribution Services Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our distribution network and ensure the safe, timely delivery of our products across the country. At MapleLeaf Distribution Services Inc., we transport food, beverage and forest products to markets throughout the Northeast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that MapleLeaf Distribution Services has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific 3PLs like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more food manufacturers, wholesale distributors, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Timothy Amalfa
Vice President
MapleLeaf Distribution Services, Inc.
tamalfa@sulco-lancer.com

cc: Member Schultz
Member Hedlund


MAPLE LEAF
Distribution Services

Marathon
PACKING CORPORATION

1000 Montague Street
San Leandro, CA 94577
510.895.2000 TELEPHONE
510.895.2022 FACSIMILE
www.marathonpacking.com

October 03,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Marathon Packing Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Marathon Packing Corporation, we transport edible oils and liquid condiments to markets both nationwide and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Marathon Packing Corporation has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Marathon
PACKING CORPORATION

1000 Montague Street
San Leandro, CA 94577
510.895.2000 TELEPHONE
510.895.2022 FACSIMILE
www.marathonpacking.com

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Justin Chan
General Manager
Marathon Packing Corporation
justin.j.chan@marathonpacking.com

cc: Member Schultz
Member Hedlund

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Martin Resource Management Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of contractors across the United States and ensure the safe, timely delivery of our products across the country. At Martin Resource Management Corporation, we transport to markets nationwide and around the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Martin Resource Management Corporation has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more contractors, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ed Shaw

Manager Of Rail

Martin Resource Management Corporation

Three Riverway, Suite 400

Houston, TX 77056

Direct: 713-350-6867

Fax: 713-350-2867

Cell: 832-623-4049

Ed.shaw@martinmlp.com

cc: Member Schultz
Member Hedlund


MARTIN
RESOURCE
MANAGEMENT

MAVERICK
Processing, Inc.
DBA Sundown Metals

713-674-1700 FAX 281-903-7112
"We Don't Run with the Herd"

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Maverick Processing is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Maverick Processing, we receive and transport steel coils to markets all over the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Maverick Processing has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

MAVERICK
Processing, Inc.
DBA Sundown Metals

713-674-1700 FAX 281-903-7112
"We Don't Run with the Herd"

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cody King Hardy

General Manager

Maverick Processing

2211 Harbor Street

Houston, TX 77020

713-674-1700 Office

713-823-0438 Cell

cc: Member Schultz
Member Hedlund

The McPherson Companies, Inc.
5051 Cardinal Street Trussville, AL 35173
phone 205.661.4400 fax 205.661.4597

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Norfolk Southern, I am writing on behalf of **McPherson Oil** (a division of **The McPherson Companies**) to express our full support for the proposed merger between Union Pacific and Norfolk Southern. We are a top distributor in the US for ExxonMobil and share a duty to provide our customers in our assigned territories.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our thousands of customers and to ensure the safe, timely delivery of our products across the country. At The McPherson Companies, we transport oil, grease, diesel exhaust fluid and other critical-to-infrastructure products to markets throughout a territory ranging from the central US across the entire SE region of the country. We serve major industrial customers (steel, paper, drilling, mining, automotive), commercial and state services (ALDOT, MARTA) as well as numerous personal vehicle service locations.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that McPherson and all of our extended customers can continue to grow and prosper well into the future.

We believe that the proposed merger will yield significant benefits for Norfolk Southern customers like ourselves, including:

The McPherson Companies, Inc.
5051 Cardinal Street Trussville, AL 35173
phone 205.661.4400 fax 205.661.4597

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of our customers more quickly and without fear of product runout or equipment shutdowns.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jeffery L. Marsh

Director of Supply Chain

McPherson Oil (a division of The McPherson Companies)

Ph: (205) 306-0040

cc: Member Schultz
Member Hedlund

MENDOCINO Allweather Wood Humboldt

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, the Mendocino Family of Companies is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At the MFP and All Weather Wood we transport lumber products to markets nationwide with an ever growing number of customers.The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that we have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Zachary Marino
Director of Transportation
MFP/AWW/HSC
707-671-5175

zmarino@mendoco.com

cc: Member Schultz
Member Hedlund

26 September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, **MERASI** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Merasi, our business relies on dependable and cost-efficient rail service to keep products moving safely and on time to customers throughout the country. We specialize in transporting silica sand to Mexico's Foundry and Energy sectors, and the U.S. freight rail system forms the backbone of that supply chain.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Stronger Service Reliability:** A unified rail network creates more direct routing options and added flexibility, which helps reduce the likelihood of service interruptions.
- **Faster Deliveries:** Removing interchange points—where cars are traditionally handed off—cuts multiple days from transit times, allowing us to move goods more quickly and efficiently to customers.
- **Greater Investment Potential:** With a continent-spanning system, there's more capacity to reinvest in infrastructure, modern technology, and upgraded equipment, all of which enhance safety, capacity, and overall service quality.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Carlos de la Garza
Merasi/ Commercial Director
cdelagarza@merasi.com

MetaFoods

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, MetaFoods LLC, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customer base and ensure the safe, timely delivery of our products across the country. At MetaFoods, we transport frozen food commodities to markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that MetaFoods has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

MetaFoods

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mary K. Lindsey

Mary K. Lindsey

Purchasing and Sales Manager

MetaFoods LLC

2970 Clairmont Rd NE, Ste 510

Atlanta, GA 30329

Office: 404-843-2400

cc: Member Schultz
Member Hedlund

METAL OX
WAREHOUSING, INC.

701 S. WOODWARD HEIGHTS | SUITE 128 | FERNDALE, MI 48220 | 248.591.4192 | METALOXWAREHOUSING.COM

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Metal Ox Warehousing Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Metal Ox Warehousing, we transport the critical metal copper to markets nationwide, and sometimes onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Metal Ox Warehousing has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

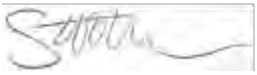
METAL OX
WAREHOUSING, INC.

701 S. WOODWARD HEIGHTS | SUITE 128 | FERNDALE, MI 48220 | 248.591.4192 | METALOXWAREHOUSING.COM

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Stacey Wright-Verkeyn
President
Metal Ox Warehousing Inc.
swv@metaloxwarehousing.com
248-506-3013

cc: Member Schultz
Member Hedlund

9/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Metal Products, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Metal Products, we transport steel coils to our facility for production of items sold to our customers. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Metal Products, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling goods to be delivered to our facility, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Joan Kilman
Controller
joan@metalproductsllc.com

(719) 635-7867

cc: Member Schultz
Member Hedlund

METALSA

September 30th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, *METALSA* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At METALSA, we transport manufactured chassis to markets or OEM´s currently in the US. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that METALSA has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, our customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to Toyota and Stellantis, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

METALSA

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Gloria Salazar
Logistics Director
METALSA
gloria.salazar@metalsa.com

cc: Member Schultz
Member Hedlund

METRO
GROUP INC.
3150 West 900 South, Salt Lake City, UT 84104
Main (801) 328-2051

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Metro Group Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our many customers ensuring the safe, timely delivery of our products across the country. At Metro Group Inc, we both ship out and receive multiple commodities by rail. We are a Transloader who handles hundreds of railcars per month of dimensional building products ranging from lumber to steel to concrete. As a metal recyclers we ship thousands of tons of prepared scrap metal every month by rail to various steel mills around the country and the world to be melted down and made into new products. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Metro Group Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and allow us to ship to more destinations making us more competitive in the market place.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Dan Floyd

Vice President –Operations

METRO GROUP INC.

3150 West 900 South | Salt Lake City, UT 84104

Office 801-328-2051 ext 118

Cell 801-301-1148

www.MetroGroup.com

ReMA Recycled Materials Association

Sustainable. Resilient. Essential.

cc: Member Schultz
Member Hedlund

MICHAEL STAMER
FARMS

320-995-6511
320-451-1919
michael@michaelstamerfarms.com
13259 15th Street SW
Willmar, MN 56201

September 16th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Michael Stamer Farms is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

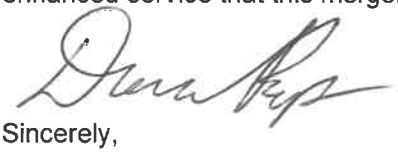
Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Michael Stamer Farms, we transport organic corn, soybeans and dry beans to markets from the West Coast to the East Coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Michael Stamer Farms has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.



Sincerely,

Dennis Pap
Business Manager
Michael Stamer Farms
320.995.6511

cc: Member Schultz
Member Hedlund

MID·SHIP
LOGISTICS

11/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, MID-SHIP Logistics, LLC, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At MID-SHIP, we transport bulk and breakbulk goods to supply domestic and overseas needs. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that MID-SHIP can continue to meet the needs of our customers.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific clients like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more places, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

MID·SHIP
LOGISTICS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Claudia Gedeon
MID-SHIP Logistics LLC
O: 516.301.2106 | C: 917.318.8898
cgedeon@midshiplogistics.com
AND
Clayton Prewitt
MID-SHIP Logistics LLC
Direct (516) 301-2110 / Cell (631) 905-1287
cprewitt@midshiplogistics.com

cc: Member Schultz
Member Hedlund

MIDWAY CO-OP, INC.

9/26/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, Midway Coop is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At *Midway Coop*, we transport wheat, corn, soybeans, and grain sorghum to markets throughout the country and for export across the globe. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that we at Midway Coop have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Cullen Riner
VP of Grain
Midway Coop
785-346-5451

cc: Member Schultz
Member Hedlund

Miller Wholesale Lumber Company

1700 South Kachina Drive

Tempe, AZ 85281

480-731-9400

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Miller Wholesale Lumber Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Miller Wholesale Lumber Company we transport lumber and building supplies to markets regionally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Miller Wholesale Lumber Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Glenn Miller, CEO
Miller Wholesale Lumber Company
480-226-6121 (direct)

cc: Member Schultz
Member Hedlund

P.O. Box 100
121 Zeh Avenue
Brewster, MN 56119-0100

Phone: (507) 842-6677
Fax: (507) 842-0086
www.mnsoy.com

Minnesota Soybean Processors

09/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Minnesota Soybean Processors is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Minnesota Soybean Processors is a 2200 member cooperative that owns and operates a soybean crush facility and bio-diesel facility in Brewster, Minnesota. The MnSP mission is to provide the maximum value-added return to our investors by combining the latest soybean processing technologies with proven management. The Brewster facility started processing beans in our crushing facility in 2003 with the addition of the Bio-diesel refining facility in 2005. The process all starts with the farmer. Our farmers strive to deliver beans that are high in oil and protein content. Minnesota Soybean Processors goal, along with the assistance of our members, is to provide a high quality feed product for America's producers as well as providing a high quality renewable fuel source.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At MnSP, we transport soybean meal, soybean oil, soybean hulls, biodiesel and glycerin to markets in the United States, Canada and Mexico and across the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our shareholders, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that MnSP has a bright future.

P.O. Box 100
121 Zeh Avenue
Brewster, MN 56119-0100

Phone: (507) 842-6677
Fax: (507) 842-0086
www.mnsoy.com

Minnesota Soybean Processors

We believe that the proposed merger will enhance competition and yield significant potential benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones. Particularly the international markets for our soybean meal.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jeramie L Weller

Jeramie Weller
General Manager
Minnesota Soybean Processors
121 Zeh Avenue; PO Box 100
Brewster, MN 56119
Phone: (507)-842-6696
Fax: (507)-842-0086
Jeramie.Weller@mnsoy.com

cc: Member Schultz
Member Hedlund

September 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Mode Global is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Mode competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has the potential to yield significant benefits for companies like ours, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Lance Malesh
President & CEO
Mode Global
lance.malesh@modeglobal.com

cc: Member Schultz
Member Hedlund

MONARCH LITHO INC.

September 19, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board.

395 E. Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD36873

Dear Chairman Fuchs:

As General Manager – ST of Monarch Litho, Inc., I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This is important because our New Mexico location serves as both a company presence in the state and a distribution center for our Juarez plants and Montebello headquarters, efficiently handling printed goods and raw materials nationwide.

We believe that the proposed merger will enhance competition and yield significant benefits for all Industries, including freight as:

Improved Service Reliability: More direct routes and greater operational flexibility.

Reduced Transit Times: By eliminating certain interchanges will speed goods.

Increased Investment: This railroad merger will be better positioned to bigger invest in advanced technology and safety infrastructure as well.

I respectfully urge the Surface Transportation Board to give full consideration to this proposal, taking into account the benefits to our State and to our National Economy.

Sincerely,

Guillermo Lopez – General Manager-ST

MONARCH LITHO, INC.

Cc: Member Schultz, Member Hedlund

4951 MONARCH PLACE • SANTA TERESA, NEW MEXICO 88008 • (575) 874-0300 • FAX (575) 874-2680
MONTEBELLO, CALIFORNIA • CIUDAD JUAREZ, MEXICO • SANTA TERESA, NEW MEXICO

FOR A BETTER SAN ANTONIO. | Est. 1916 MONTERREY METAL RECYCLING SOLUTIONS™ | FOR A BETTER WORLD.

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Monterrey Metal Recycling Solutions is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Monterrey Metal Recycling Solutions, we transport recycled metals to markets domestically and outside of the US to be used in production of new automobiles, equipment, appliances, etc. to be used throughout the world, while reducing the amount of waste to our landfills. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Monterrey Metal Recycling Solutions has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

2300 FRIO CITY RD
SAN ANTONIO, TX 78226

PO Box 241509
SAN ANTONIO, TX 78224

WWW.MONTERREYMETALRECYCLING.COM
210-927-2727

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more steel mills, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jordan Vexler

CEO
Monterrey Metal Recycling Solutions
jordan@monterreymetalrecycling.com

210-927-2727

cc: Member Schultz
Member Hedlund

Mosher Products
ALL ORGANIC WHEAT

Oct, 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Organic Elevator on the Union Pacific Railroad, Moshers Organic Grain Co LLC support for the proposed merger between Union Pacific and Norfolk Southern.

Organic grain rail shipping to our customers for organic Flour, Milk and Eggs. Organic customers need to have a steady supply of grain and rail is the most efficient, reliable, and cost-effective service. Trucking cost over 500 miles is costly and not dependable. Rule 11 adds to the cost of shipping from rail company to another railroad. Now most of Moshers Organic customers are on the Union Pacific. Farmers within 300 miles bring organic grain to be loaded on rail to be shipped to the west coast with the merger the east coast. A lot of grain organic or non-organic on the east coast is imported from other counties and not the United States because of Rule 11. If United States in not importing grain this will help with the farm economy. Center part of the United States is the grain belt. A railcar holds 4 and half semi-truck loads. This merger will have a befit to the farmers with lower margin rates along with new flour mills. A WIN WIN. Any time a truck can be taken off our busy highways and replace with a more efficient form of transportation is a win win. Switching from one railroad to another takes time so transit time will be faster.

Sincerely,

Leonard Mosher

CEO
Moshers Organic Grain Co., LLC

Bushnell Nebraska , P.O. Box 51, 69128
Leonard@wheatandgrain.com 307.632.1492 cell 307.630.2566

MOUNTAIN RELOAD LLC

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Mountain Reload is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Mountain Reload we transport a variety of products including steel, lumber, soda ash, perlite, plastics, etc. to markets all over the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. Several of our customers purchase or sell products that requires interchange from NS to UP and vice versa. Eliminating the costly and inefficient interchange, will help our customers and us grow. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Mountain Reload has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Grant Turner
VP – Sales and Marketing
Mountain Reload, LLC
gturner@transloadgroup.com

cc: Member Schultz
Member Hedlund

MX SOLUTIONS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

William J. Boyer
Senior Vice President of National Sales
MX Solutions

C# 619-279-1607

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longstanding Union Pacific customer, NAC LPT LLC strongly supports the proposed merger with Norfolk Southern.

Our operations rely on dependable, cost-effective rail service to transport low-level radioactive waste for clients such as the US DOE, EPA, and USACE to licensed sites in the western US. Freight rail is essential for our supply chain—offering efficient, sustainable transportation with the lowest carbon footprint per ton mile. We recognize the need for ongoing investments in rail infrastructure and innovation.

We believe this merger will deliver tangible benefits, including:

Improved Service Reliability: A unified network will provide more direct routes and flexibility, reducing service disruptions.

Shorter Transit Times: Fewer interchanges will speed up delivery, allowing us to serve more customers faster.

Greater Investment: The combined railroad can invest more in infrastructure, technology, and equipment, improving safety and capacity.

Broader Reach: Expanded network access helps us serve existing clients and reach new markets.

We encourage regulators to consider the positive impact this merger could have on our business and the wider economy.

Thank you for considering our perspective. We look forward to enhanced service through this partnership.

Sincerely,

Kenneth M Grumski
President
NAC LPT LLC
Kgrumski@naclpt.com

cc: Member Schultz
Member Hedlund

J09/18/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, National Fiber Supply Co. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of National Fiber Supply and ensure the safe, timely delivery of our products across the country. At National Fiber Supply, we transport forest products, scrap paper and paper products to markets in the US, Canada, Mexico and throughout the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that National Fiber Supply has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and Small Businesses like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more our customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

James Taft
Traffic Dept.
National Fiber Supply Co.
email: jtaft@nationalfibersupply.com

Office 312-346-4800 x1318

cc: Member Schultz
Member Hedlund


NATIONAL FIBER

10-7-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, NOV is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At NOV, we transport spoolable fiberglass pipeline to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that NOV has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely, Jason Elrod

Jason Elrod
Materials Manager
NOV
Cell 832-236-7705

Email Jason.elrod@nov.com

cc: Member Schultz
Member Hedlund



September 26, 2025

FD 36873
310116

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

ENTERED
Office of Chief Counsel
September 26, 2025
Part of
Public Record

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

The National Waste & Recycling Association (NWRA) appreciates the opportunity to provide comments on the proposed merger between the Union Pacific Railroad and Norfolk Southern. NWRA is a trade association that represents private-sector waste and recycling companies in the United States, and manufacturers and service providers who do business with those companies. NWRA's members operate in all fifty states and the District of Columbia. NWRA provides safety, education, research, leadership and advocacy expertise to promote the North American waste and recycling industries, and create a climate where members prosper and provide safe, economically sustainable, and environmentally sound services.

As the Association that represents the waste and recycling industry, I want to inform you that our members depend on efficient, reliable, and cost-effective rail service to meet the needs of the nation. The movement of solid waste by rail is a critical part of the nation's environmental infrastructure. It is vital for the health and welfare of the public.

We believe that the proposed merger will enhance competition and yield significant benefits, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling faster delivery to the ultimate disposal site.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like our members

Thank you for your consideration of our perspective.

Sincerely,

Michael E. Hoffman, President
National Waste and Recycling Association

cc: Member Schultz
Member Hedlund
All Parties of Record

10/17/25

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Our names are Harry K. Neal & Harry J. Griffin, and we serve as Managing Director & President at Neal Brothers Charleston, Inc. As a longstanding customer & vendor of Union Pacific, we are writing to voice our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Neal Brothers Charleston, Inc., reliable and cost-effective rail transportation is essential to our daily operations. We rely on rail to move industrial products to customers across the country—and in many cases, around the world. The freight rail network is the backbone of our supply chain, and its efficiency directly affects our ability to serve our customers, retain jobs, and grow our business.

We've seen firsthand the critical role Union Pacific plays in supporting industries like ours. But we also recognize the challenges the current rail

infrastructure faces and the need for modernization, innovation, and expanded capacity. That is why we believe this merger represents a step forward.

From our perspective, the combination of Union Pacific and Norfolk Southern stands to bring meaningful benefits, including:

- Improved Service Reliability: A unified network would offer more direct routes, helping us avoid delays caused by interchanges and increase operational predictability.
- Faster Transit Times: By streamlining routes and eliminating handoffs, we can get products to market more quickly and meet the demands of a fast-moving economy.
- Greater Investment in the Network: A stronger, combined railroad would have the resources to invest in advanced technologies and infrastructure, ensuring safer, more efficient operations.
- Expanded Market Reach: With access to a broader geographic footprint, we would be better equipped to serve our current customers and grow into new markets.

We understand that regulatory oversight is a critical part of this process, and we appreciate the Surface Transportation Board's thorough review. We respectfully ask that the Board consider the positive implications this merger could have for businesses like ours and for the national economy.

Thank you for considering our viewpoint. We are excited about the opportunity this merger presents and hopeful for the future of rail service in America.

Sincerely,

Harry K. Neal & Harry J. Griffin

Managing Direct & President

Neal Brothers Charleston, Inc.

hkn@nealbrothers.co.uk | 843-297-0861

hgriffin@nealbrothers.com | 843-864-3945

cc: Member Michelle A. Schultz

cc: Member Karen J. Hedlund



9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Network Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Network Logistics we transport food grade products and commodities to markets Nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Network Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Hollis Landreth
Vice President
Network Logistics
214.300.8306 / hlandreth@netlogusa.com

cc: Member Schultz
Member Hedlund

9/12/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, NEW Cooperative, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our over 12,000 farmer member/owners and ensure the safe, timely delivery of our products across the country. At NEW Cooperative, we transport corn and soybeans to markets domestically and around the world and bring in crop inputs from both domestic and world suppliers. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that NEW Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Dan Dix
General Manager
NEW Cooperative, Inc
ddix@newcoop.com

cc: Member Schultz
Member Hedlund

www.newenergyblue.com

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, New Energy Blue LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At New Energy Blue, we transport renewable biomass feedstocks, biocarbon, and advanced bio-based fuel intermediates to markets nationwide and beyond. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments and new commitments for growth and innovation, so that companies like New Energy Blue have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including: improved service reliability, reduced transit times, increased investment in infrastructure and technology, and an expanded geographic reach to better serve customers.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely, James W Foster

James W. Foster
Vice President of Construction
New Energy Blue LLC
Phone: (615) 981-2186
Email: james@newenergyblue.com

cc: Member Schultz
Member Hedlund

NEW VISION CO-OP

38438 210th Street, Brewster, MN 56119 (507) 842-2001 Fax (507) 842-5243 www.newvision.coop

9/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, New Vision Coop is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

New Vision Coop depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At New Vision Coop, we transport grains to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that New Vision Coop and our farmer member owners have a prosperous future with access to existing and new markets for our goods.

At New Vision, we believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

At New Vision, we understand and support regulatory review an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matthew Ashton

CEO-New Vision Coop

NWF
NEW WORLD FUEL

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, NEW WORLD GLOBAL, LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the Propane Mexican market and ensure the safe, timely delivery of our products across the country. At NEW WORLD GLOBAL, LLC. we transport propane to markets nationwide and into Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that NEW WORLD GLOBAL, LLC. has a bright future.

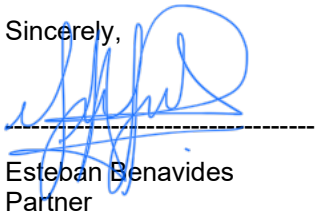
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Esteban Benavides
Partner
NEW WORLD GLOBAL, LLC.
+1 (726) 378-9716

cc: Member Schultz
Member Hedlund

NEXUS
COOPERATIVE

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Nexus Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our selves and our partners and ensure the safe, timely delivery of our products across the country. At Nexus Cooperative, we transport agricultural products like grain and fertilizer to markets in the nation. Some of these products are for domestic use and some time it is a connector to go on to export markets The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Nexus Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific loyal customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Schwenneker

CEO

Nexus Cooperative

jschwenneker@nexus.coop

515-985-9193 cell

cc: Member Schultz
Member Hedlund

NIM
NORFOLK IRON & METAL

3001 N Victory Road
PO Box 1129
Norfolk, NE 68702
P 402.371.1810
www.norfolkiron.com

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Railroads Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Norfolk Iron and Metal Co. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At NIM, a Steel Service Center, we deliver a variety of steel products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments and new commitments for growth and innovation, so that NIM has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more facilities, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better utilize US steel mills supplying our raw products thus enhancing timely product offering to customers.

NORFOLK IRON & METAL

3001 N Victory Road
PO Box 1129
Norfolk, NE 68702
P 402.371.1810
www.norfolkiron.com

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Scott Orwig
Manager of Corporate Services
Norfolk Iron and Metal Co.
sorwig@norfolkiron.com

cc: Member Schultz
Member Hedlund

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Northwest Container Services, Inc.is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Northwest Container Services, Inc. we transport all types cargo. We move everything from agricultural and timber products to chemicals, auto parts, furniture, etc. to markets both domestic and international. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Northwest Container Services, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customer/partners like us, including:

1. **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
2. **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.
3. **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
4. **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We know that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Thomas Leland
District General Manager
Northwest Container Services, Inc.
Thomas.Leland@wasteconnections.com

cc: Member Schultz
Member Hedlund

North America RHQs
8730 Stony Point Parkway
Suite 400
Richmond, Virginia 23235
www.one-line.com

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime partner of Union Pacific's, Ocean Network Express Pte. Ltd. ("ONE") through its U.S. agent, Ocean Network Express (North America) Inc., is writing to express its support for the proposed merger between Union Pacific and Norfolk Southern.

We believe that the proposed merger could yield significant benefits for Union Pacific partners like ONE, as well as for our U.S. - based customers by (as an example and not an exclusive list):

- **Reducing Transit Times**: By reducing the number of interchanges where rail cars are handed off, a process which regularly introduces a minimum of 1-2 days of transit delays, the merger has the potential to remove several days delay from existing transit times. This enables ONE and other stakeholders to deliver cargo to U.S. customers more efficiently and reliably.

- **Expanding Service Base**: The resulting improvement in continuity of service and transit times resulting will enhance ONE's ability to reliably serve our existing customer and expand our capacity to serve U.S. customers that require faster, more dependable cargo transportation.

We recognize that regulatory review is an important part of this process and requires thorough evaluation of the impact this merger will have on U.S. businesses and the broader economy. We believe the benefits to the supply chain would be substantial, and we appreciate your consideration of our perspective during your process.

Sincerely,

Tim Walsh
Sr. Vice President, Product and Network
Ocean Network Express, NA
Richmond, VA

OTUS

[9/23/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and an operator of critical chemical storage and distribution infrastructure in the United States, Odfjell Terminals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Odfjell Terminals, we handle and store bulk liquids — including chemicals, clean petroleum products, and specialty liquids — at our facilities in Houston and Charleston. From these locations, we serve customers across the U.S. and around the world. Reliable and efficient rail service is essential to our operations: it ensures that products can move safely and cost-effectively between ship, storage, and inland markets. The American rail freight network is therefore a cornerstone of both our business and our customers' supply chains.

We believe that the proposed merger will bring meaningful improvements to rail service, which in turn will strengthen Odfjell's ability to support safe, efficient, and sustainable logistics for the chemical industry. In particular, we see benefits in the following areas:

- **Improved Service Reliability**: The combined network will offer more direct service lanes, reducing handoffs and interchange delays that often cause congestion at terminals like ours.
- **Reduced Transit Times**: By removing unnecessary interchanges, the merged network can cut days from delivery schedules, enabling faster product movement and improved supply chain performance for our customers.
- **Expanded Reach**: The broader geographic footprint will allow us to serve inland and East Coast markets more effectively, making our Gulf Coast terminals even more valuable as gateways for U.S. exports.
- **Increased Investment**: With greater scale, the merged railroad will be better positioned to invest in infrastructure, technology, and safety, aligning with our own commitment to safe and sustainable operations.

For Odfjell, these improvements would translate into more efficient tank utilization, greater throughput, and a stronger platform for serving both domestic and international customers. For the broader economy, it would enhance the competitiveness of U.S. chemical producers, exporters, and the industries that rely on them.

We understand the importance of a thorough regulatory review, and we respectfully encourage the Board to weigh the significant benefits this merger can deliver for shippers, terminal operators, and end customers across the country.

OTUS

Thank you for considering our perspective. We look forward to continuing our partnership with Union Pacific — and to the enhanced service capabilities that this merger with Norfolk Southern can bring.

Sincerely,

Brooke Buchanan
Integrated Planning Supervisor
Odfjell Terminals

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a longtime partner of Norfolk Southern, Ohio Pickling & Processing is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. We operate in North-Western Ohio area, receive and ship material by rail from/to different parts of the US, Canada and Mexico and rely on Norfolk Southern to provide efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will yield significant benefits for partners like us, including:

- Improved Service Reliability: The combined network will offer more direct routes, greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sergei Kuznetsov
President

cc: Member Schultz
Member Hedlund

The information in this document contains privileged and confidential information which is the property of Ohio Pickling & Processing, intended only for the use of the intended recipients(s). Review or distribution by others is strictly prohibited. If you are not the intended recipient, please contact the sender and delete all copies.

OLD BRIDGE
MINERALS

11/11/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Old Bridge Minerals, Inc, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Old Bridge Minerals, we transport zinc sulfate for agricultural use to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Old Bridge Minerals has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

OLD BRIDGE
MINERALS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jenn

Logistics Manager

Old Bridge Minerals, Inc.

554 Water Works Road, Old Bridge, NJ 08857

Office : 732.727.2225 ext 313

Mobile : 732.299.4099

cc: Member Schultz
Member Hedlund


OB
OLD BRIDGE
MINERALS

OLEUM
12 Arlington Road, Suite 201
Devon, PA 19333

Monday, September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

I am writing as a long-time customer of both the Union Pacific and Norfolk Southern to express our company's strong support for the proposed merger between these two railroads.

We here at Oleum Energy Solutions, LLC ("OES") depend upon reliable and cost-effective transportation for our bulk materials that ship throughout the United States. We distribute silica sands and other forms of aggregate to customers in operationally intensive industries, including but not limited Oil and Gas, construction, and manufacturing. Timely, cost-efficient, and safe delivery is paramount to our business and that of our customers. While we have originated materials via truck and barge over the years, rail origination has represented one hundred percent (100%) of our business since 2017. As such, the American freight rail network is core to our foundation.

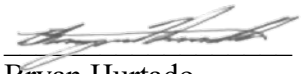
While we understand the complexity associated with a merger of the UP-NS size, we believe that this transaction will yield notable benefits and synergies, including but not limited to:

- **Increased Investment** – maintaining and improving the "bones" of a massive rail network is an expensive endeavor when done properly. The combined "firepower" of the NS and UP will help to ensure that this infrastructure continues to operate well and scales for the future.
- **Enhanced Reliability** – by combining the NS and UP networks, there will be fewer "handoffs" (i.e., more direct routes), which will, in turn, reduce the risk of service disruption and increase the likelihood of more efficient delivery. This also helps to optimize the utilization of rail assets that we contribute to freight moves, which further lowers our cost of operation.
- **Better Reach:** the larger network of a combined NS and UP provides OES with an improved ability to hit markets into which we have historically be unable to enter.

Again, we very much appreciate the complexities that come with a merger of this size, and we certainly realize that regulatory review is a critical and necessary part of this process; however and for what it's worth, OES as a customer of both railroads can attest to the value we perceive coming from this proposed deal.

Thank you in advance for your consideration of our perspective.

Sincerely,



Bryan Hurtado
CEO and Founder
Oleum Energy Solutions, LLC
hurtado@oleumes.com
800-518-9395 Ext 3.

cc: Member Schultz
Member Hedlund

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Omega Morgan strongly supports the proposed merger with Norfolk Southern.

At Omega Morgan, we provide Crane and Rigging Services as well as transportation services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Erik Zander

Erik Zander
COO
Omega Morgan
Cell 503.710.1183

cc:Member Schultz
Member Hedlund

OMEGA MORGAN

OMNI
STEEL

9/28/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Omni Steel Company Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Omni Steel Company Inc, we transport carbon steel coil to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Omni Steel Company Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

OMNI
STEEL

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Drew Eget

Drew Eget

President

Omni Steel Company Inc

818-508-5225

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Omnisource Mexico is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the customers' needs and ensure the safe, timely delivery of our products across the country. At Omnisource Mexico, we transport ferrous and non-ferrous metal scrap to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Omnisource Mexico has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Fuentes
Logistics Manager
Omnisource Mexico
david.fuentes@omnisource.com

cc: Member Schultz
Member Hedlund

OPTIMA
Steel International LLC

9/28/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Steven Howard is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable. and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Optima Steel International, we transport flat-rolled products to markets throughout North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Optima Steel has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [like us, including:

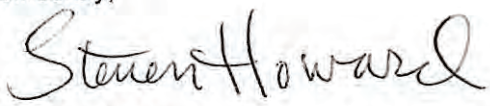
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to efficiently deliver more goods to more of our customers,
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

OPTIMA
Steel International LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Steven Howard
Vice President of Sales, Western Region
Optima Steel International
Cell: 707-200-5025
Email: s.howard@optimasteel.net
www.OptimaSteel.net

cc: Member Schultz
Member Hedlund

OVERDRIVE TRANSPORTATION
WE'RE ALWAYS IN OVERDRIVE!

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Overdrive Transportation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Overdrive Transportation competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

OVERDRIVE TRANSPORTATION
WE'RE ALWAYS IN OVERDRIVE!

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tom Jordan
CEO
Overdrive Transportation
2300 Boswell Road Ste 140
Chula Vista, CA 91914
Ph 619-495-0071
www.overdrivetrans.com

cc: Member Schultz
Member Hedlund

10/31/2025

The Honorable Patrick J. Fuchs, Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Endorsement of the Proposed Merger Between Union Pacific and Norfolk Southern (STB Docket No. FD 36873)

Dear Chairman Fuchs,

Owyhee Produce, operating in the **Eastern Oregon/Western Idaho region** and headquartered in Parma, Idaho, is a dedicated customer of **Union Pacific**. We are writing to unequivocally express our **strong support** for the proposed combination with Norfolk Southern.

As a primary shipper of **fresh yellow, red, and white onions**, our supply chain requires transportation that is efficient, dependable, and cost-effective. While we utilize multiple modes of transport, **rail service is a highly important and valuable component** that helps us meet customer demand and ensure the timely delivery of perishable products across the United States. Moving our high-volume, seasonal commodities by rail is a crucial and sustainable element of our logistics strategy. We recognize that the continued health and growth of the national freight rail network are dependent on new investments, and this merger represents a path toward securing a bright future for our operations.

We believe that the proposed integration of Union Pacific and Norfolk Southern will generate significant advantages for shippers and partners like Owyhee Produce, with the effect of **enhancing competition** in the broader freight market. Key benefits include:

- **Accelerated Transit Times:** By creating a seamless, single-line transcontinental network, this transaction promises to eliminate redundant interchanges. This reduction in terminal dwell time can cut days from transit schedules, allowing us to deliver **fresher produce to more consumers, faster,** thereby improving product quality and reducing logistics complexity.

- **Greater Service Reliability:** The unified network should offer more streamlined and flexible routing, which is essential for reducing service variability and minimizing the risk of costly disruptions to our temperature-sensitive supply chain.
- **Expanded Reach and Access:** A broader, single-line rail footprint will significantly enhance our ability to serve a wider geographic base of customers and access new markets across the nation.
- **Increased Infrastructure Investment:** We anticipate that the combined enterprise will be better capitalized and motivated to fund necessary investments in infrastructure, technology, and rolling stock, further improving overall service quality and capacity.

We urge the Surface Transportation Board to carefully consider the clear, pro-competitive, and positive impact this merger will have on American agricultural businesses like ours, which rely on a world-class supply chain to efficiently deliver our products.

Thank you for your time and serious consideration of our perspective. We are confident this merger will lead to enhanced service and a stronger partnership.

Sincerely,

Robin Froerer

Robin Froerer

CFO

Owyhee Produce

541-610-0410

cc: Member Schultz, Member Hedlund

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pacific Recycling is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of steel mills and other metal consumers in the United States and ensure the safe, timely delivery of our products across the country. At Pacific Recycling, we transport recycled steel to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pacific Recycling has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Amber Schultz
CFO
Pacific Recycling
(541) 953-8738

cc: Member Schultz
Member Hedlund

PACIFIC STEEL GROUP

INTEGRITY | LEADERSHIP | EXCELLENCE

9/26/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pacific Steel Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. Pacific Steel Group, we transport reinforcing steel to on the West Coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pacific Steel Grouip has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Scurlock
Pacific Steel Group

d.scurlock@pacificsteelgroup.com

858-449-7219

cc: Member Schultz
Member Hedlund

PACIFIC TRANSFORMER

PACIFIC TRANSFORMER CORPORATION
5399 E. Hunter Avenue
Anaheim, CA 92807
800-325-0501
Fax 714-696-7135
www.pactran.com

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pacific Transformer Corporation writes in strong support of the proposed merger between Union Pacific and Norfolk Southern.

Our company relies heavily on efficient, reliable, and cost-effective rail service to meet the needs of our partners and ensure the safe, timely delivery of products across the country. The American freight rail network is a cornerstone of our supply chain, allowing us to move goods at scale both sustainably and competitively. We also recognize the urgent need for continued investment, innovation, and modernization to secure the future of businesses like ours and strengthen the national economy.

We believe this merger will deliver meaningful benefits to shippers and customers, including:

- **Improved Service Reliability** – A unified network will provide more direct routes and greater flexibility, reducing the risk of service disruptions.
- **Reduced Transit Times** – By minimizing interchanges, the combined system can cut several days from shipping schedules, enabling faster delivery to our customers nationwide.
- **Increased Investment** – A transcontinental network will be better positioned to expand infrastructure, technology, and equipment, enhancing service quality, capacity, and safety.
- **Expanded Market Reach** – Broader geographic coverage will give companies like ours access to new regions and customers.

We fully appreciate the importance of regulatory review in this process and respectfully encourage the Board to carefully consider the positive impact this merger will have not only on businesses like ours but also on the broader U.S. economy. Thank you for your attention to this matter. We look forward to the continued partnership and enhanced service that this merger promises to bring.

Sincerely,



Justin Richardson

Chief Executive Officer
Pacific Transformer Corporation
justin@pactran.com

cc: Member Schultz
Member Hedlund

PALOMA
MIDSTREAM

9/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Paloma Midstream LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Paloma Midstream LLC, we transport fuel oil, refined products and chemicals to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Paloma Midstream LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Garrett Gunter
Founder & CEO
Paloma Midstream LLC
Garrett@palomamidstream.com

cc: Member Schultz
Member Hedlund


PALOMA
MIDSTREAM

September 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and Norfolk Southern, Parton Lumber Company, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Parton Lumber Company we transport kiln-dried dimensional lumber and green wood chips to markets throughout the United States as well as Mexico, Canada, Asia, and Europe. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Parton Lumber Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Patrick Parton
Co-President
Parton Lumber Company, Inc.
pparton@partonlumber.com

cc: Member Schultz
Member Hedlund

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, *PC Energy/Energy Transport* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers / consumers* and ensure the safe, timely delivery of our products across the country. At *PC Energy/Energy Transport*, we transport *Diesel, NGL, & DEF.* to markets *nationwide and then onto the rest of the world.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PC Energy/ Energy Transport has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific & NGL like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers / consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Don Seidler
Terminal Manager
PC Energy/Energy Transport
don@pcenergyllc.com

cc: Member Schultz
Member Hedlund

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, PCC Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our export, import, and domestic customers and ensure the safe, timely delivery of our products across the country. At PCC Logistics, we transport refrigerated animal proteins and canned goods to markets domestically, and then on to the Pacific Rim. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PCC Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

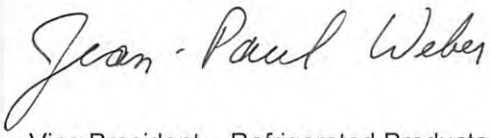
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jean-Paul Weber



Vice President – Refrigerated Products
PCC Logistics
jp@pcclogistics.com / 510.390.3064

cc: Member Schultz
Member Hedlund

9/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, PDM Distribution Services, LLC (PDM) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At PDM, we rely on rail transport of vegetable oil and other food products to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PDM has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Terry Goodman
Division President
PDM Distribution Services, LLC
515-264-8665

cc: Member Schultz
Member Hedlund

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Peak Midstream is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of various customers in the liquid energy industry and ensure the safe, timely delivery of our products across the country. At Peak Midstream, we develop and manage supply chain solutions involving pipe to rail, rail to truck and rail to tanks for the liquid energy industry for companies that produce gasoline, diesel fuel, jet etc. This merger would provide a seamless connection between the West Coast and the East Coast and vice versa. Think of it as a non-stop flight from Los Angeles to Washington DC (without a layover in Chicago). The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Peak Midstream has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific for Peak Midstream and our customers, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to customers faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Brakefield
Managing Partner
Peak Midstream

Phone: (405) 203-6504
Email: mbrakefield@peakmidstream.com

cc: Member Schultz
Member Hedlund

pencco
PO Box 600 San Felipe, Texas 77473
(979) 885-0005 Fax: (979) 885-3208

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pencco Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Pencco Inc., we transport several Class 8 chemicals to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pencco Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more our customers and our own terminals/plants, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Diana Palomino

Diana Palomino
Railcar Supervisor
Pencco Inc.
P# 979-987-7976
C# 832-955-2890

cc: Member Schultz
Member Hedlund

9-22-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pendleton Lumber Co is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers /* consumers and ensure the safe, timely delivery of our products across the country. At Pendleton Lumber Co, we transport Lumber, Logs, Pellets to markets *nationwide {and then onto the rest of the world}*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pendleton Lumber Co has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Josh Oakes

CEO, Pendleton Lumber Co

Josh@pendletonlumber.com

cc: Member Schultz
Member Hedlund

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Performance Produce LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Retail customers and ensure the safe, timely delivery of our products. We transport fresh onions and potatoes from the Idaho region into our facility located in North Carolina on rail, then distribute to various regions.

The American freight rail network is a very useful component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail, and it is a part of our green initiatives. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation to accommodate the growing and changing needs of our company and our customers' businesses.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to rely on more consistent and timely deliveries which is critical when dealing in fresh produce.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our existing customers and help us reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your time and consideration. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

James (J.R.) Roach

President

Performance Produce LLC

Office 704.642.1738

cc: Member Schultz
Member Hedlund

PERIN RESOURCES LLC

1800 Augusta Drive, Suite 100

Houston, Texas 77057

Phone: 713/789-1317

Fax: 713/784-5576

9-24-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, PERIN Resources, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Trans-continental Rail customers and ensure the safe, timely delivery of our products across the country. At PERIN Resources, LLC. We transport key raw materials to numerous markets we have been working with for over 20 years now. This spreads nationwide and eventually internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We predominantly work with US origin production but that production while we try and keep within the country as much as possible has a growing interest internationally. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PERIN Resources has a bright future. Asa Whitney dreamed of a transcontinental railroad, and we connected them in 1869 under U.S. Grant. However, we have yet to see one company truly have the capability of unlocking transcontinental shipments without having to interact with competitors driving up costs typically as they cross the Mississippi. The expediency which the UP provides rail freight and the thoroughness of their systems would deem deserved to be the one to connect the oceans under one banner.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers such as us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

PERIN RESOURCES LLC

1800 Augusta Drive, Suite 100

Houston, Texas 77057

Phone: 713/789-1317

Fax: 713/784-5576

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Eric D. Brueggeman
President
PERIN Resources, LLC
Eric.brueggeman@perinresources.com

713-789-1317 (o)

832-696-6240 (c)

cc: Member Schultz
Member Hedlund

PERIN RESOURCES LLC

1800 Augusta Drive, Suite 100

Houston, Texas 77057

Phone: 713/789-1317

Fax: 713/784-5576

PHOENIX OIL

1400 CR 493
Dayton, TX 77535

10-20-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Phoenix Oil, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet our needs and ensure the safe, timely delivery of our products across the country. At Phoenix Oil, Inc, we transport various petroleum products from all over the county. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Phoenix Oil, Inc, has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific [*customers/partners*] like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [*customers / consumers*], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Joel Curl
Sales
Phoenix Oil
281-330-7543

Joel Curl

cc: Member Schultz
Member Hedlund

PHOENIX PARK
GAS PROCESSORS LIMITED

Administrative Office: Rivulet Road, Couva
Mailing Address: P.O. Box 225, Port of Spain, Trinidad
(T) 868-636-1522; 868-636-4540 (F) 868-636-6810
Website:www.ppgpl.com

September 9th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Phoenix Park Energy Marketing L.L.C. (PPEML), a subsidiary of Phoenix Park Gas Processors Limited, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

As one of the largest exporters of propane to Northern Mexico, our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers to ensure a safe, cost competitive and timely delivery of our products to Mexico and the United States. At PPEML we transport approximately 25,000 barrels per day of propane to markets in Mexico and across the United States. Therefore, the American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably.

Consequently, the importance of the rail and logistics services provided by Union Pacific to our employees, our products, and our national economy cannot be overemphasized. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation. This investment being made by Union Pacific will be a significant enabler to PPEML's expansion plans in the US mid-west and US north-eastern LPG markets and would add further value arising from the economies of scale that the merger provides.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster and cheaper.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure in PPEML's markets while deploying advanced technology, and modernized equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

DocuSigned by:
591CA529880C463...

Dominic Rampersad

President, Phoenix Park Gas Processors Limited

Director of PPEML.

cc: Member Schultz
Member Hedlund

PINNACLE
RESOURCES, INC.

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, *Pinnacle Resources, Inc.* is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Pinncacle Resources, Inc, we receive lubricants by rail from markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to receive large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pinnacle Resources, Inc., has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive more lubricants faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

PINNACLE
RESOURCES, INC.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Christian Castaneda
Operations Manager
Pinnacle Resources, Inc.
870-247-2315

ccastaneda@pinnacleresourcesoil.com

cc



[September 19, 2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pioneer Oil, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Pioneer Oil, we transport asphalt and asphalt related products to markets across North America, from Canada to Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Pioneer Oil has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Improved East Coast Shipping** We have primarily focused on the western side of the US for the majority of our business, but this merger should help us be more competitive further East.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Pioneer Oil, LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

John Bjorndal
VP of Operations
Pioneer Oil, LLC
406-254-7071

john@pioneeroil-co.com

cc: Member Schultz
Member Hedlund

07.10.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Harinera Los Pirineos is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Harinera Los Pirineos, we transport *agricultural goods* to markets *nationwide and then onto the rest of the world*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Harinera Los Pirineos has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers* faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Leopoldo Giménez Palaviccini
Plant Director
Harinera Los Pirineos
Tel: +52 (464) 642 0196

Carretera Panamericana km 11, Tramo Salamanca – Celaya

Col. Emiliano Zapata

Salamanca, Gto. C.P.36700

http://www.pirineos.com.mx

cc: Member Schultz
Member Hedlund

INTEPLAST GROUP
Pitt Plastics

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Pitt Plastics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to source raw materials essential to our manufacturing process. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and the national economy. We also recognize that these networks require ongoing investment and innovation to ensure companies like Pitt Plastics can continue to thrive in the years ahead.

We believe the proposed merger will enhance competition and deliver meaningful benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will provide more direct routes and greater flexibility, minimizing the risk of disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the merger will cut several days from transit times, enabling us to receive materials more quickly.
- **Increased Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Access to a broader geographic footprint will allow us to better serve our existing customers and reach new markets.

We recognize that regulatory review is an essential part of this process, and we respectfully encourage the Board to consider the positive impacts this merger will have on businesses like ours and on the broader U.S. economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
William Grandy
Materials Manager
Pitt Plastics
1400 East Atkinson Ave
Pittsburg, Kansas 66762
p: 620-230-5724
c: 620-875-2152

cc: Member Schultz
Member Hedlund

PLAINS

Tuesday, October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Plain All America Pipeline (PAA) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of products across the country. At PAA, we transport crude oil to markets throughout the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and the national economy. We also recognize firsthand the need for new investments and commitments to growth and innovation to ensure a bright future for PAA and the broader industry.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Robert L. Nobles III
Vice President of Facilities & Rail
Plains All American Pipeline

cc: Member Schultz
Member Hedlund

Docusign Envelope ID: AE29973F-E480-41D4-B1DF-9F1BA821C0C1

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Plainsman Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Plainsman Company, we transport cottonseed, cottonseed oil, cottonseed meal, cottonseed hulls, other cotton bi-products, and animal feed ingredients to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Plainsman Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Docusign Envelope ID: AE29973F-E480-41D4-B1DF-9F1BA821C0C1

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Signed by:
Lance Barnett
EC9186CB66F14FF...

Lance A. Barnett

Vice President of Trading

Plainsman Company

325-280-0238

cc: Member Schultz
Member Hedlund



September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

We, at Pleasant Valley Potato, have been Union Pacific customers since we began business in 1987. In that time, we've seen many changes to the transportation industry and how it's regulated. Very few have been to our advantage. That's one reason why we're in favor of the proposed merger between Union Pacific and Norfolk Southern. Rail access from Idaho to the Southeastern markets has always been marked by lengthy transit delays. Most of the frustration we've had has been with the, all too often, delays caused by the handoff between the UP and NS. A merger would eliminate the interchange delay and allow for a freer flow of traffic from shipping point to destination. We also expect that, in eliminating the "handoff" of cars from one company to another, rates will be lowered, thereby making our product more competitive in all of the markets currently served by the NS.

We appreciate the opportunity to weigh in with our support of this merger and wish you the best Mr. Chairman.

Sincerely,

Ryan Wahlen
Sales Manager
Pleasant Valley Potato
275 E. Elmore Ave.
Aberdeen, ID 83210
(208) 221-7552

Poinsett Rice & Grain, Inc
6211 Southwest Drive
Jonesboro, AR 72404
870-336-2268



Poinsett Rice River Terminals LLC
Osceola and Helena, AR

9/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Poinsett Rice & Grain is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our agricultural customers and ensure the safe, timely delivery of our products across the country. At Poinsett Rice & Grain, we transport rice, corn and soybeans to domestic and exports markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Poinsett Rice & Grain has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ryan Carwell
President

Ryan Carwell

cc: Member Schultz
Member Hedlund

WORLD-CLASS PRODUCTS FROM
POPCORN COUNTY USA

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Popcorn County USA is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Popcorn County USA, we transport our popcorn to markets nationwide and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Popcorn County USA has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones. We understand that regulatory review is an

important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

William Brush
President
Popcorn County USA

billbrush@popcorncounty.com

cell: 308.728.7148

cc: Member Schultz
Member Hedlund

Docusign Envelope ID: BA1AB3DA-2188-429D-B070-32DE8FACBE19

11/18/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Potandon Produce is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Potandon Produce, we transport Potatoes & Onions to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that [Potandon Produce] has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers & consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Docusign Envelope ID: BA1AB3DA-2188-429D-B070-32DE8FACBE19

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Potandon Produce
Transportation
psincomb@potandon.com

Signed by:
Pam Sincomb
157851DA02F74D7...

cc: Member Schultz
Member Hedlund

PREACERO MEXICO
Preacero Pellizzari México S.A. de C.V.
R. F. C. PPM 030624 8P2

Oct 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Preacero Pellizzari Mexico is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Preacero Pellizzari Mexico, we transport steel structures to different US markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Preacero Pellizzari Mexico has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Carretera Federal 140. Tramo Xalapa Veracruz, Km 93. C.P. 91697 Parque Industrial Santa Fé. Veracruz, México
Tel. (0052 229) 155.28.38 Fax: (0052 229) 155.28.28
www.preacero.com.mx

PREACERO MEXICO
Preacero Pellizzari México S.A. de C.V.
R. F. C. PPM 030624 8P2

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Alfredo Lopez
Logistics
Preacero Pellizzari Mexico
+52-229-984-9292 – compras3@preacero.com.mx

cc: Member Schultz
Member Hedlund

preferred sands

9-10-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Preferred Sands is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Preferred Sands, we rely on rail to efficiently transport our silica sand products—including raw sand, resin-coated sand, and turf infill—to markets nationwide and abroad, connecting directly to major shipping ports and ensuring reliable delivery to our customers. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Preferred Sands has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Marc McQuesten
CEO
Preferred Sands
mmcquesten@preferredsands.com

cc: Member Schultz
Member Hedlund

Priefert®

11/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Priefert Mfg. Co., Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of steel master coils for our customers and manufacturing and ensure the safe, timely delivery of our products across the country. At Priefert, we transport steel master coils in-bound to manufacturing locations. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Priefert has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive more goods to our locations, faster and safer.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Priefert®

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Lee Tyler
Director of Supply Chain
Priefert Mfg. Co., Inc.
(903)572-1741
ltyler@priefert.com

cc: Member Schultz
Member Hedlund

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, PROLAMSA INC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At PROLAMSA INC, we transport steel carbon mechanical & structural tubes to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PROLAMSA INC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Prolamsa, Inc
16420 Park Ten Place, Suite 412
Houston, Texas 77084 – USA

Tel: (281) 494-0900
Fax: (281) 494-0990
Website: www.prolamsausa.com

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Andres Montalvo
VP Commercial

PROLAMSA INC.
16420 Park Ten Place, Suite 412
Houston TX 77084
Tel: (713) 579-2669
Cell: (281) 686-6518

cc: Member Schultz
Member Hedlund

10/01/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, PROTEINAS DE TAMAULIPAS is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of CIA MINERA AUTLAN and FIBRA DE CAÑA MEXICAN and ensure the safe, timely delivery of our products across the country. At PROTEINAS DE TAMAULIPAS, we transport Wood and silicomanganese 65/68 to markets across the United States of America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PROTEINAS DE TAMAULIPAS has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more partners, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
OSCAR MANUEL SALCEDO HINOJOSA
LEGAL REPRENTATIVE
PROTEINAS DE TAMAULIPAS
oscarmsh@ptlogistiks.com
+52 3314779948

cc: Member Schultz
Member Hedlund

09/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, PVP Industries, Inc. (PVP) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our diverse customer base in Horticultural, Industrial and Commercial markets and ensure the safe, timely delivery of our products across the country. At PVP, we transport mined minerals from a variety of domestic locations such as Oregon, California, New Mexico and Georgia to our location in Ohio. Transporting primarily unexpanded Perlite ore for our use as a Perlite expander. This essential, but little known material, is then modified through our furnacing operation and used in a wide variety of products such as soils, hydroponic applications, loose fill insulation, castings, refractory cements, grouts, prothesis, Lithium-ion/hazardous packaging, adsorbents, and many more uses.

Our markets are primarily domestic and south-central Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that PVP remains competitive in a global marketplace and has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive our goods in a more timely fashion.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Paul Dunlavey
Vice President
PVP Industries, Inc.
PO Box 129/9819 Penniman Rd
North Bloomfield, OH 44450
800-255-4801
paulgd@pvpind.com

cc: Member Schultz
Member Hedlund

Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Re: Support for Union Pacific-Norfolk Southern Merger

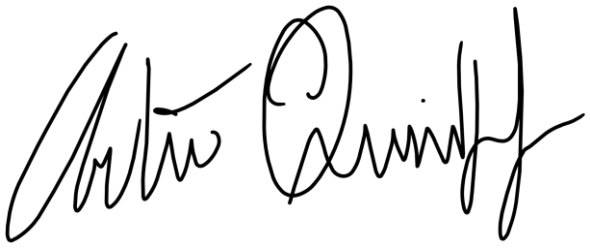
Dear Members of the Surface Transportation Board,

I am writing on behalf of QA Pipe & Rail Service Inc., a company specializing in transloading OCTG Pipe and steel products. Our business depends heavily on reliable freight service to move these essential materials to energy, construction, and industrial customers across the region.

We believe the proposed Merger between Union Pacific Railroad and Norfolk Southern corporation will deliver significant benefits to shippers like us. By combining these two networks, we hope that this merger will improve service reliability for heavy and time sensitive shipments such as pipe and steel products, expand our market reach, enable more efficient delivery routes for our customers nationwide, reduce delays and congestion which directly impact our ability to serve the energy and steel sectors, and overall strengthen overall competitiveness in rail freight.

Our experience in the industry gives us confidence that the combined resources and expertise of Union Pacific and Norfolk Southern will deliver tangible benefits to the freight community and the broader economy. We urge the board to approve this merger so that businesses like ours can continue to thrive with stronger, more reliable rail service.
Thank you for considering our views. We appreciate your leadership in ensuring that the National Rail network remains competitive, efficient, and responsive to the needs of customers.

Sincerely,
Arturo Quintero Jr. (Owner/Director)
QA Pipe & Rail Service Inc



RADIANT ROAD & RAIL

September 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Radiant Road & Rail Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Radiant competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger has the potential to enhance competition with OTR truck in particular and has the potential to yield significant benefits for companies like ours, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

Similarly, we appreciate the importance of maintaining flexibility and choice in the marketplace. Continued access to other carriers including CSX, BNSF, CN, and CPKC is important to our business and to the broader health of the freight ecosystem. Our support of this merger is contingent on a competitive

environment enduring that provides access to the full array of railroad choices without limitations or penalties for supporting alternative options where our business sees benefit or requires it.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Christopher Brach
Senior Vice President, General Manager
Radiant Road & Rail
cbrach@radiantdelivers.com

cc: Member Schultz
Member Hedlund

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a 20-year customer of Union Pacific, I am writing on behalf of Rail Logix to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Rail Logix depends on efficient, reliable, and cost-effective rail service to meet the needs of our clients and ensure the safe, timely delivery of our products across the country. At Rail Logix, we handle a broad array of freight; chemicals, fuels, polyethylene, steel coils, pipe, consumer products, etc. These products are shipped to us from all over the world and are ultimately distributed to other parts of the United States, and overseas via the extensive US Port system.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our customers, and the US economy. We also understand that our rail networks need new investment, and a commitment to growth and innovation, so that businesses like ours can prosper.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific companies like Rail Logix. Such benefits include:

- **Reduced Transit Times:** By eliminating unnecessary interchanges, where rail cars are handed off from one railroad to another, this merger will remove several days from our transit times, enabling us to deliver more goods to our customers, faster.
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Increased Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our existing customers and establish new relationships.

We understand that regulatory review is an important part of this process, and we encourage the you to carefully consider the *positive impact* this merger will have on businesses like ours and the broader economy.

Thank you for allowing us to express our views on this potential merger. We're strong supporters and would welcome any questions you might have.

Sincerely,

Michael J. Plank
Chairman/CEO
Rail Logix

cc: Member Schultz
Member Hedlund

09/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Rapid Deployment Systems Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our partners and ensure the safe, timely delivery of our products across the country. At Rapid Deployment Systems Inc., we transport products via Railcar and Truck to markets Nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Rapid Deployment Systems Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Akun Avetisyan
Owner/Operator
Rapid Deployment Systems Inc.

(213)434-4100
Akunards@gmail.com

cc: Member Schultz
Member Hedlund



Real Digital
Logistics

REAL DIGITAL LOGISTICS LLC

October 02, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs, **Sonia A Barbosa**

As a longtime customer of Union Pacific, **REAL DIGITAL LOGISTICS LLC**. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Leyendecker Supply Chain, Landstar, Ryder, Ascent, Lineager Logistics, Gondi and ensure the safe, timely delivery of our products across the country. At REAL DIGITAL LOGISTIC LLC, we transport produce Paper Roll, Automotive Parts, ,Steel Rolls to markets *Mexico, USA and Canada* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **REAL DIGITAL LOGISTCS LLC** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers/partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers / consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sonia A Barbosa
Administrative Director
Real digital Logistics LLC.
Phone: 956 570 11 33

cc: Member Schultz
Member Hedlund

RECAL
Estructuras

September 17th, 2025´

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Recal Estructuras, SA de CV is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers / consumers and ensure the safe, timely delivery of our products across the country. At Recal Estructuras, SA de CV, we transport steel structures, e.g., manufactured products to markets nationwide and then into the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Recal Estructuras, SA de CV has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [customers / consumers], faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Recal Estructuras, S.A. de C.V.
Carretera A la Capilla Km 1.5, Int. 2
San José del Castillo, C.P. 45685
El Salto, Jalisco

Tel: 33 3668·0606
Fax: 33 3134·0680
www.recalglobal.com

RECAL
Estructuras

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Roberto Zamora
Supply Chain Director
Tel: +52 (33) 3134·0606 Ext. 1636
Roberto.zamora@recalglobal.com

RECAL Pasión por el Acero.
Pasión por tu Proyecto

cc: Member Schultz
Member Hedlund

Recal Estructuras, S.A. de C.V.
Carretera A la Capilla Km 1.5, Int. 2
San José del Castillo, C.P. 45685
El Salto, Jalisco

Tel: 33 3668·0606
Fax: 33 3134·0680
www.recalglobal.com

RIASA

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, RECICLADORA INDUSTRIAL DE ACUMULADORES, S.A. DE C.V is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At RECICLADORA INDUSTRIAL DE ACUMULADORES, S.A. DE C.V, we transport recycled lead and plastics from non-functional batteries to markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that RECICLADORA INDUSTRIAL DE ACUMULADORES, S.A. DE C.V has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

GUSTAVO ELOY SILVA BELTRAN
LEGAL REPRESENTATIVE- RECICLADORA INDUSTRIAL DE ACUMULADORES, S.A DE C.V

RECICLADORA INDUSTRIAL DE ACUMULADORES, S.A DE C.V

Carretera a García Km. 1.2 Interior 11, Santa Catarina, N.L. México, C.P. 66350
gesilva@grupogonher.com

Mobile: 52+ 8119175220

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

9/29/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Recla Metals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and consumers and ensure the safe, timely delivery of our products across the country. At Recla Metals, we transport ferrous metals, both scrap and new products to markets across the country and globally in some instances. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Recla Metals has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

(INSERT LOGO HERE)

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Greg Fulks

Owner CEO
Recla Metals
136 S. Maple Ave.
Montrose CO 81401
(970)249-7922

RECLA METALS LLLP

Scrap Steel • Structural Steel • Metal Recycling

cc: Member Schultz
Member Hedlund

October 02, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs, **Guadalupe Berlanga Martínez**

As a longtime customer of Union Pacific, **REFRIGERADOS MONARCH, S. DE R.L.**. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Leyendecker Supply Chain, Landstar, Ryder, Ascent, Lineager Logistics, Gondi and ensure the safe, timely delivery of our products across the country. At REFRIGERADOS MONARCH, S DE R.L., we transport produce Paper Roll, Automotive Parts, ,Steel Rolls to markets *Mexico, USA and Canada* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that **REFRIGERADOS MONARCH, S. DE R.L.** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers/partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers / consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Guadalupe Berlanga Martínez
Director General
Real digital Logistics LLC.
Phone: 956 570 11 33

cc: Member Schultz
Member Hedlund

RELIABLE WHOLESALE LUMBER, INC.
7600 REDONDO CIRCLE / P.O. BOX 191 / HUNTINGTON BEACH, CALIFORNIA 92648
TELEPHONES (714) 848-8222 / FAX (714) 847-1605 / SALES FAX (714) 848-5286
WEBSITE: www.rwli.net

10-8-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Reliable Wholesale Lumber, inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our production new home builders and ensure the safe, timely delivery of our products across the country. At Reliable Wholesale, we transport commodity lumber and panel products to markets throughout the southwest. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Reliable has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, and other trades supplying products to the new home market.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

RELIABLE WHOLESALE LUMBER, INC.
7600 REDONDO CIRCLE / P.O. BOX 191 / HUNTINGTON BEACH, CALIFORNIA 92648
TELEPHONES (714) 848-8222 / FAX (714) 847-1605 / SALES FAX (714) 848-5286
WEBSITE: www.rwli.net

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Will Higman
COO
Reliable Wholesale Lumber, Inc
whigman@rwli.net
714-849-2259

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Reliant Gases is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Reliant Gases, we transport Carbon Dioxide for use in the food industry and water treatment within municipalities. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Reliant Gases has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Jeff Fry
Rail Manager
Reliant Gases LTD
(601) 591-4030
jeff@reliantgases.com

cc: Member Schultz
Member Hedlund

10/1/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Reserve Marine Terminal is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers/consumers and ensure the safe, timely delivery of our products across the country. At Reserve Marine Terminals, we transport various types of metals to markets across the country and world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Reserve Marine Termiansl has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers/consumers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian Joseph

Brian Joseph
Logistics Manager
Reserve Marine Terminals
brianjoseph@reserve-group.com

cc: Member Schultz
Member Hedlund

RIGHT RAIL
TRANSLOADING
AND STORAGE

10/8/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Right Rail is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Right Rail, we transload steel, lumber, etc. to then ship to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Right Rail has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Stephanie Lavender

General manager
Right Rail
801-529-8748

slavender@right-rail.com

cc: Member Schultz
Member Hedlund

RIO GRANDE PACIFIC

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the owner of four shortline railroads that connect with our longtime partner Union Pacific, Rio Grande Pacific Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in six states and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for our customers whom we serve daily.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Rio Grande Pacific has previously expressed our public support for the merger in press release dated August 22, 2025, (See attached press release.)

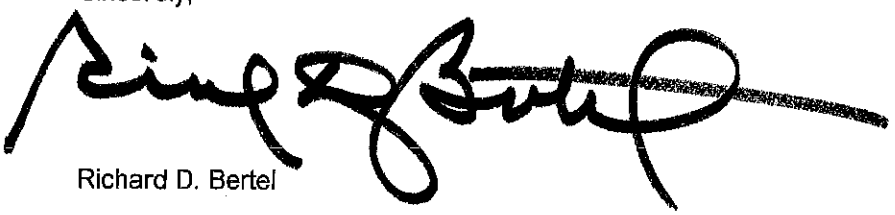
We understand that regulatory review is an important part of this process, and we urge the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy and encourage early regulatory approval.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

6100 Southwest Blvd. ▾ Suite 320 ▾ Fort Worth, TX 76109 ▾ Tel 817.737.5885 ▾ Fax 817.732.2610

www.rgpc.com

Sincerely,



Richard D. Bertel
CEO
rdbertel@rgpc.com
Rio Grande Pacific Corporation
817-287-8200

cc: Member Schultz
Member Hedlund

FOR IMMEDIATE RELEASE

Rio Grande Pacific Corporation Endorses Union Pacific–Norfolk Southern Merger; Sees Historic Opportunity for U.S. Freight Efficiency

FORT WORTH, TEXAS — August 22, 2025 — Rio Grande Pacific Corporation today announced its enthusiastic support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. The merger will create the first coast-to-coast freight railroad in American history, linking over 50,000 route miles of track across 43 states and reshaping the national logistics landscape.

As a leading short line and regional rail operator, Rio Grande Pacific Corporation views the merger as a positive step toward a more efficient, and competitive domestic freight rail system.

Richard Bertel, Chairman and CEO of Rio Grande Pacific, praised the merger's potential to improve rail transportation nationally:

"The proposed merger represents a reasoned and logical step forward for the national rail system. The combined network should unlock efficiencies that benefit all stakeholders—from large and small shippers, communities and consumers, and railroads and logistics providers. Rio Grande Pacific looks forward to collaborating with the newly combined railroad to help our shippers capitalize on new routing options, new potential markets and growing service enhancements.

"We've long advocated for greater operational alignment in the freight rail industry," Bertel added. "Union Pacific and Norfolk Southern as one, will deliver world class safety cultures, more reliable service, and new opportunities for regional railroads like ours to contribute to a dynamic national freight solution."

Rio Grande Pacific Corporation urges early regulatory approval of the merger, confident that the first truly Transcontinental Railroad will deliver the highest industry standards of safety, service, and innovation, while preserving the skilled workforce that powers the industry.

About Rio Grande Pacific Corporation

Rio Grande Pacific Corporation (RGPC) is a diversified, privately held, railroad holding company with regional freight and commuter railroads, technology, energy, heavy manufacturing and a variety of supporting subsidiaries that provide associated services across the U.S. These include 3rd party train dispatching, civil and signal design engineering, industrial switching and commercial real estate. The firm has completed international railroad consulting services and due diligence for governments, railroads and major international clients on six (6) continents over the past forty (40) years.

Operating in 23 States, our business units serve many Fortune 500 companies and offer a continuum of transportation and related services across numerous industries through synergistic business relationships. This entrepreneurial and often non-conformist style translates into growth that is strong, yet stable.

At RGPC, we know what it takes to operate within complex political, regulatory and logistical situations to move freight and passengers efficiently.

To learn more, join us at www.rgpc.com

Wednesday, November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Riviana Foods is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and brands, and ensure the safe, timely delivery of our products across the country. At Riviana Foods, we transport raw rice, milled rice, and rice by-products to markets nationwide and globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Riviana Foods has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt Hendricks
Procurement & Logistics Manager
Riviana Foods
mhendricks@riviana.com

cc: Member Schultz
Member Hedlund

September 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, ROAR Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, ROAR competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions to our customers. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and yield significant benefits for customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

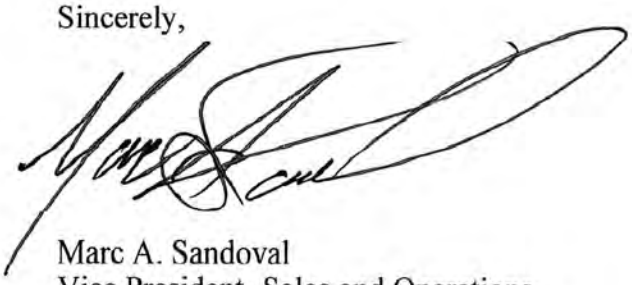
We are optimistic that the proposed merger will not only drive improved service and efficiency but will also lead to additional innovation and streamlined customer experience. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

Similarly, we appreciate the importance of maintaining flexibility and choice in the marketplace. Continued access to other carriers, including CSX and BNSF, is important to our business and to the broader health of the freight ecosystem.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Marc A. Sandoval
Vice President- Sales and Operations
ROAR Logistics
msandoval@roarlogistics.com

cc: Member Schultz
Member Hedlund

Robindale
1501 Ligonier Street, Latrobe, PA 15650
724-879-4264

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Robindale Energy Services, Inc. (Robindale) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods across the country. At Robindale, we depend on the transportation of bulk commodities to markets throughout the nation and world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Robindale has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Zachary S. Kroh
Chief Commercial Officer
Robindale Energy Services, Inc.
Zachary.Kroh@robindale.com

cc: Member Schultz
Member Hedlund

ROCK RIVER
LUMBER AND GRAIN CO.

9-18-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Rock River Lumber and Grain Co. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our farmer customers and ensure the safe, timely delivery of our products across the country. At Rock River Lumber and Grain, we transport corn and soybeans to poultry companies, cattle feedlots and various exporter markets in Arkansas, Louisiana, Texas and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Rock River and our farmer customers have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific shippers like us, offering additional markets and better pricing opportunities for our farmer customers.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Carey Bauer
President
Rock River Lumber and Grain Co.
cbauer@rockriverag.com

815-537-5131

cc: Member Schultz
Member Hedlund


RR
ROCK RIVER
LUMBER AND GRAIN CO.

ROCKY MOUNTAIN
INDUSTRIALS

9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Rocky Mountain Industrials and its subsidiary, Rail Land Co., is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our rail-served industrial park, and ensure the safe, and timely delivery of products across the country. Rocky Mountain Industrials is developing the Rocky Mountain Rail Park (RMRP) - a 620-acre, rail-served industrial park east of Denver, with direct connection to the Union Pacific mainline — to serve heavy industrial, distribution, and bulk-commodity rail served tenants.

The American freight rail network is a critical component of our supply chain, allowing for the movement of large volumes efficiently and sustainably. We understand the importance of rail to our employees, products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that developments like ours can flourish.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more partners faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Brian Fallin
CEO
Rocky Mountain Industrial, Rail Land Co
bfallin@rockymountainindustrials.com

cc: Member Schultz
Member Hedlund

FOREST PRODUCTS, INC.

9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, RSG Forest Products Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At RSG we transport green and dry framing lumber to markets both national and international. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that RSG has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

985 Northwest Second Street, Kalama, Washington 98625
Telephone (360) 673-2825 FAX (360) 673-5558

FOREST PRODUCTS, INC.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

James Smith
Traffic and sales
RSG Forest Products Inc.
985 NW 2nd Street

Kalama, WA. 98625

360-673-5551

jsmith@rsgfp.com

cc: Member Schultz
Member Hedlund



985 Northwest Second Street, Kalama, Washington 98625
Telephone (360) 673-2825 FAX (360) 673-5558

O. tober 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, RWW Energy LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At RWW Energy we transport fuel and other oil related products to markets nationwide and Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that RWW Energy LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Im. roved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Louis Robello
Owner/CEO
RWW Energy LLC
(415) 439-5226

cc: Member Schultz
Member Hedlund

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, S&G Commodities is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers, and ensure the safe, timely delivery of our products across the country. At S&G Commodities, we transport agricultural commodities to markets from coast to coast. The American freight rail network is a critical component of our supply chains, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our customers, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that S&G Commodities has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Marc W. Smith

MARC W. SMITH

President

S&G Commodities

Office 402.502.2444

Mobile 712.249.9849

Email msmith@sgcom.com

3555 Farnam St

Suite 404

Omaha, NE 68131

sgcom.com

cc: Member Schultz
Member Hedlund


S&G
COMMODITIES

S&P STEEL PRODUCTS

S&P Logistics

TEX-TUBE
Manufacturing Tubular Steel Products Since 1945

Friday, October 03, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, ***S&P Logistics*** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on an efficient, reliable, and cost-effective rail service to meet the needs of *transporting our finished products, as well as the raw materials we use in our production, in addition to the logistics services we provide to other industries at our facilities.* and ensure the safe, timely delivery of our products across the country. At *S&P Logistics*, we transport *steel pipes, steel-derived products as well as alloys and coated steel items, American steel coils, and third-party products to our logistics division,* to markets USA *nationwide to and from Mexico & Canada.* The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that ***S&P Logistics*** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *for customers and partners across the country* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers and to find new producers of steel to supply our facilities* faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

VILLACERO

S&P STEEL PRODUCTS

S&P Logistics

TEX-TUBE
Manufacturing Tubular Steel Products Since 1945

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Patricio Madero Villarreal
Head of Logistics
S&P Logistics
pmadero@s-psteelproducts.com
Mobile: (713)-658-5168

cc: Member Schultz
Member Hedlund

VILLACERO

Sacramento Energy
RESOURCES

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Sacramento Energy Resources is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Sacramento Energy Resources and ensure the safe, timely delivery of our products across the country. At Sacramento Energy we transport propane to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Sacramento has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Heather Joachimsen
Railcar Scheduler
Sacramento Energy Resources
heather@sacramentoenergy.net

605-760-9991

cc: Member Schultz
Member Hedlund

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Salt Distributors Inc. has been a Union Pacific customer for over 3 decades and we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our business relies heavily on efficient, dependable, and cost-effective rail service to deliver bulk road salt to state, county, and city transportation departments across Washington, Idaho, and Oregon. The American freight rail network plays a vital role in our supply chain, enabling us to move large volumes of essential highway deicing supplies safely, sustainably, and on time.

We understand the importance of rail infrastructure not only to our operations, but also to our employees, the communities we serve, and the broader U.S. economy. At the same time, we recognize that the current network faces real challenges—challenges that require new investment, innovation, and a long-term commitment to growth. We believe the proposed merger is a positive step toward addressing those needs.

In particular, we see several meaningful benefits for companies like ours:

- **Improved Service Reliability:** A unified network would provide more direct routes and increased flexibility, reducing the risk of service delays.
- **Faster Transit Times:** Eliminating handoffs between carriers could shave days off delivery times, helping us meet our customers' needs more quickly and efficiently.
- **Stronger Investment in Infrastructure:** A combined, transcontinental railroad will be better positioned to invest in the infrastructure, technology, and equipment needed to enhance service quality, expand capacity, and improve safety.
- **Greater Geographic Reach:** Enhanced network coverage will allow us to better serve existing customers and access new markets.

We recognize the importance of a thorough regulatory review and trust that the relevant authorities will thoughtfully consider the long-term benefits this merger offers—not only to businesses like ours, but to the wider economy.

Thank you for your attention to our perspective. We value our relationship with Union Pacific and look forward to the opportunities this merger could bring.

Warm regards,



Sincerely,

Nic Binczewski
Vice President
Salt Distributors Inc.

509-218-1983

sales@saltdistributorsinc.com

cc: Member Schultz
Member Hedlund

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, San Joaquin Refining Company (SJR), is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At SJR, we transport Transformer Oil, Asphalt Additives, Lubricating Oils and specialty products to markets within the United States, Canada, Mexico and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that SJR has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Susan Craig
Senior Rail Transportation GM
San Joaquin Refining
661.432.7346

cc: Member Schultz
Member Hedlund

Sanimax

Proud to transform it all
Fiers de tout transformer

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Sanimax LLC and its affiliates are writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Sanimax, we transport Fats and Oils, Pet Food Ingredients and Proteins etc.to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Sanimax has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

5068 Whitelaw Road RR#6
Guelph, ON N1H 6J3 Canada
519 824-2381 | 1 888 726-4629
sanimax.com

Sanimax

Proud to transform it all
Fiers de tout transformer

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Mohit Parashar
Manager Logistics North America

Sanimax
5068 Whitelaw Road RR#6
Guelph, ON, Canada N1H 6J3
mohit.parashar@sanimax.com
416-558-2041

cc: Member Schultz
Member Hedlund

Santa Teresa Rail Transloading Services Inc.
STRTS Inc. (Est. 2014)
(915) 494-1105
STRTS575@gmail.com

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of Santa Teresa Rail Transloading Services Inc. (STRTS Inc.), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

cc: Member Schultz
Member Hedlund

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Sawtooth Caverns is writing this letter regarding the proposed merger between Union Pacific and Norfolk Southern. Sawtooth Caverns is the largest salt cavern storage facility for Refined Products and Natural Gas Liquids in the Western United States. Not being connected to a pipeline, Union Pacific is the lifeline for our customers to deliver and receive products in and out of our facility. Our company depends on efficient, reliable, and cost-effective rail service. U.P. is a critical part of the supply chain to ensure industry has the petroleum products necessary to provide the transportation fuel, fuel components and heating fuels necessary to keep America productive. Union Pacific is in and out of our facility reliably, multiple times per week. Our customers rely on U.P. to ensure their own operations are efficient and sustainable.

We believe that there could be benefits to the proposed merger for our customers, such as improved service reliability, time savings through elimination of interchanges between the railroads, and the ability to economically deliver products from further geographic locations. We look forward to continuing our longstanding relationship with U.P. and we wish them the best in their pending merger with Norfolk Southern. Assuming any and all regulatory requirements are met; Sawtooth Caverns does not oppose this merger.

Sincerely,

J. Dan Myers
Co-CEO
Sawtooth Caverns

Justin Anderson
Co-CEO
Sawtooth Caverns

SEI Specialized Exports Inc
O/A SEI Bentonite

2025-11-06

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, SEI Specialized Exports Inc. ("SEI"), is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At SEI, we transport industrial dry bulk commodities to markets both domestically and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that SEI has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

100 King St. W, Suite 5700 Toronto, Ontario M5X1A9 Canada
Phone: +1-888-462-0715
Email: info@specializedexports.com
www.seibentonite.com

SEI Specialized Exports Inc
O/A SEI Bentonite

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ryan Kram
COO
SEI Specialized Exports Inc. O/A SEI Bentonite
Tel: +1-416-568-0484
Email: ryan@seibentonite.com

cc: Member Schultz
Member Hedlund

100 King St. W, Suite 5700 Toronto, Ontario M5X1A9 Canada
Phone: +1-888-462-0715
Email: info@specializedexports.com
www.seibentonite.com



October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Seven Rivers Intermodal Terminal, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Seven Rivers we transport polypropylene pellets for global manufacturing companies, and agricultural products to markets nationwide and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Seven Rivers has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customes faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Laurie Rath

President

Seven Rivers Intermodal Terminal, LLC

(507) 474-9450

cc: Member Schultz
Member Hedlund

Shay Grain Company

9/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Shay Grain is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the country grain elevators we serve and the flour mills across the country we help supply. We believe this merger can help to ensure the safe, timely delivery of our products across the country. At Shay Grain we facilitate the transport of Hard Red Winter Wheat, sourced from Texas to North Dakota, to its final destinations in the flour milling markets across the North American rail network. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our customers, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Shay Grain has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more flour mills, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Shay Grain Company

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Shawn Campbell
HRW Wheat Broker
Shay Grain
Shawn@shaygrain.com
816-389-1953

cc: Member Schultz
Member Hedlund

Shay Grain Company

SHERWOOD LUMBER

9/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and NS Merger

Dear Chairman Fuchs,

Sherwood Lumber has been in business for 71 years and has been a customer of the Union Pacific for that entire period of time. Sherwood Lumber strongly supports the proposed merger between the Union Pacific and the Norfolk Southern railroads.

Sherwood Lumber ships thousands of cars a year on both the UP and NS rail lines and it is essential that we receive reliable service and as well cost-effective pricing. Our business transports dimension lumber and plywood products on flat bed, A-frame and box cars provided by the UP and NS. The rail freight network is critical for our day to day business and especially for our ability to service our customers. As our business has grown over the past 71 years we have full knowledge that the rail networks must continue to invest in their own growth and innovation.

We are convinced that this merger will enhance competition within the rail industry and have far reaching benefits for Sherwood Lumber.

We are aware that regulatory review is important before any decisions can be made. I do hope that during this review process that you will consider the positive impact on customers like Sherwood Lumber and the U.S. economy as a whole.

Sincerely,

Steve Parson
Manager
Sherwood Lumber Co.

Phone: 971-925-8441 (Direct Line)
Email: sparson@sherwoodlumber.com

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Shrieve Chemical Company LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Shrieve Chemical Company LLC, we transport 93-98% Sulfuric Acid to markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Shrieve Chemical Company LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Lisa Bailey
Shrieve Chemical Company LLC
Email: lbailey@shrieve.com

cc: Member Schultz
Member Hedlund

Shriver Farms, LLC.
501 West Russell
Jefferson, IA 50129
515-370-0036

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Shriver Farms, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Shriver Farms, LLC we transport Organic corn and soybeans from our farm and other organic farms in our area to markets mostly west of our location. It has not been cost effective for our products to go east on the rail because the Union Pacific line does not currently go to the east coast and changing rail carriers is costly and inefficient. However, with this merger we hope that a significant market will be opened up for our organic products to move to the east coast. We understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Shriver Farms, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more [customers / consumers], faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Shriver Farms, LLC.
501 West Russell
Jefferson, IA 50129
515-370-0036

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Scott Shriver
President
Shriver Farms, LLC
Shriverfarms@gmail.com

cc: Member Schultz
Member Hedlund



15384 R DRIVE SOUTH
TEKONSHA, MI 49092
(517) 767-3569

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Shumway Farms Theatre Style Popcorn LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Shumway Farms, we transport raw, unpopped popcorn to markets thru ought the USA and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Shumway Farms Theatre Style Popcorn LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
-



15384 R DRIVE SOUTH
TEKONSHA, MI 49092
(517) 767-3569

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Edwin Shumway
Owner
Shumway Farms Theatre Style Popcorn LLC
517-767-3569

Edwin Shumway

cc: Member Schultz
Member Hedlund



9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping completed vehicles and freight shipments, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Cecelia Esparza
Siemens Mobility Inc.
Material Logistics Specialist

dd: Member Schultz
cc: Member Hedlund



9/25/2025

X Cecelia Esparza

Cecelia Esparza

Signed by: Esparza Cecelia

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing partner of Union Pacific, SM Line Corporation (hereinafter referred to as 'SM Line') respectfully submits this letter to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company relies on efficient, reliable, and cost-effective rail services to meet customer needs and to ensure the safe and timely delivery of products across the United States. SM Line transports industrial goods, consumer products, and agricultural commodities between the United States and Asia. The American freight rail network is a critical component of our supply chain, enabling us to move large volumes efficiently and sustainably. We recognize the importance of rail to our employees, our operations, and the national economy. We also recognize the need for new investment and long-term commitments to growth and innovation, which are essential to ensuring a strong future for our industry.

We believe the proposed merger will enhance competition and provide meaningful benefits to Union Pacific partners such as SM Line, including:

Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sang-Ryun Jeon
Senior Director
SM Line Corporation
srjeon@smlines.com

cc: Member Schultz
Member Hedlund

11/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Soporte Logistico en Distribución SA de CV is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Soporte Logistico en Distribución SA de CV, we transport different goods to markets nationwide in the US. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Soporte Logistico en Distribución SA de CV has a bright future.

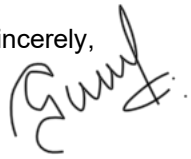
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Cynthia Hernandez
Sales
Soporte Logistico en Distribución SA de CV
Phone: +52-811-022-2501
Email: chernandez@sodisa.com

cc: Member Schultz
Member Hedlund


SODISA

September 25th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Soprema Canada inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers / consumers* and ensure the safe, timely delivery of our products across the country. At Soprema inc, we transport *insulation products* to markets *nationwide {and then onto the rest of the world*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Soprema inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers/partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers/consumers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Nathalie Hamel,
Logistics Director
Soprema inc
nhamel@soprema.ca

cc: Member Schultz
Member Hedlund


SOPREMA®

GREAT WESTERN MALTING®

by SOUFFLET MALT

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Soufflet Malt is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Soufflet Malt, we transport barley to our production facilities and malted barley direct to our brewing and distilling customers across North America or to other internal warehouse locations on then onto North American or internationally located customers. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Soufflet Malt has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Katie Zimmer
Director of Supply Chain and S&OP, North America
Soufflet Malt
kzimmer@soufflemalt.com

+1 360 624 4323

Katie Zimmer

cc: Member Schultz
Member Hedlund

South Chicago Packing

South Chicago Packing LLC, 945 W. 38th Street, Chicago, IL 60609
Learn More @ *southchicagopacking*

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping Beef Tallow, Lard and Palm, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Tarez McNeal
South Chicago Packing LLC

cc: Member Schultz
Member Hedlund



November 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, I am writing on behalf of South Coast Terminals to express our support for the proposed merger between Union Pacific and Norfolk Southern.

South Coast Terminals, based in Houston, Texas, is a leading provider of bulk liquid storage, specialty chemical toll manufacturing, and logistics services for the broader chemical and energy sectors. Our operations depend on efficient, reliable, and cost-effective rail service to move large volumes of raw materials and finished products—such as chemicals, additives, and industrial goods—across the country. Railroads are the backbone of our supply chain, enabling us to serve customers nationwide and connect to global markets through Gulf Coast ports.

Our business has made significant investments in rail infrastructure, including recent projects to expand track capacity and improve railcar throughput at our Houston facilities. These enhancements, coordinated closely with Union Pacific, are designed to support increased demand and ensure safe, timely delivery for our customers. The ability to receive and ship bulk commodities by rail is essential to our competitiveness and providing an exceptional service level to our customers.

We believe the proposed merger will deliver substantial benefits to South Coast businesses and the regional economy, including:

- **Improved Service Reliability:** A unified network will offer more direct routes and greater flexibility, minimizing service disruptions and reducing the risk of delays that can impact critical supply chains.

- **Reduced Transit Times:** By eliminating interchanges and streamlining operations, the merger will shorten transit times for bulk shipments, allowing us to deliver products to customers faster and more efficiently.
- **Increased Investment:** The combined railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety for industrial shippers like South Coast Terminals.
- **Expanded Reach:** Enhanced connectivity will allow South Coast businesses to access a broader geographic footprint, supporting growth and new market opportunities.

The continued success of South Coast Terminals is closely tied to the strength of the rail network. Railroads not only support major industries such as chemicals, energy, and manufacturing, but also drive job creation and local investment providing us with access to critical shipping hubs in a safe and reliable manner. The merger of Union Pacific and Norfolk Southern will help ensure that our region remains a hub for industrial growth and innovation.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Travis Wilson
COO, South Coast Terminals
Phone 1.281.842.1416 Mobile 1.713.503.6581
Web www.scterm.com Email travisw@scterm.com
7402 Wallisville Road
Houston, TX 77020

cc: Member Schultz
Member Hedlund



Oct 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, for over 60 years Southern Warehousing & Distribution is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At our company, we transport food products, building materials, steel products, etc. to markets in the South Texas area. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Dayton Simms

General Manager
Southern Warehousing & Distribution
210-478-8417

cc: Member Schultz
Member Hedlund

Southwest Iowa Renewable Energy
Farmers Fueling Our Future LLC
www.SIREethanol.com

10868 189th Street
Council Bluffs, IA 51503
712-366-0392 Phone
712-366-0394 Fax

9/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Southwest Iowa Renewable Energy is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Southwest Iowa Renewable Energy, we transport Ethanol and DDGS to markets nationwide and beyond. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Southwest Iowa Renewable Energy remains competitive with other markets which helps equate to a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matt O'Grady
Logistics Manager
Southwest Iowa Renewable Energy
matt.ogrady@sireethanol.com
712.356.5042

cc: Member Schultz
Member Hedlund

STAGECOACH
CARTAGE & DISTRIBUTION, LLC.

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Stagecoach Cartage and Distribution, LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Stagecoach, we transport industrial, construction and plastic products to markets on the border region with Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Stagecoach has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

STAGECOACH
CARTAGE & DISTRIBUTION, LLC.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Marco Valles
President
Stagecoach Cartage and Distribution, LLC
marco@stagecoachcartage.com

cc: Member Schultz
Member Hedlund

P.O. Box 8115
Santa Maria, CA 93456
Ph: **(805) 332-3650**

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Standard Emulsions, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Standard Emulsions Inc, we transport asphalt emulsions to markets in California. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Standard Emulsions Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Flavio Parigi
Senior Accountant
Email: flavio@standardemulsions.com
Tel. 805-332-3650
Fax 805-435-3748
cc: Member Schultz
Member Hedlund

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Standlee
22349 Kimberly Rd. Ste. E
Kimberly, Idaho 83341
208-825-5117
800-398-0819
207-852-5119 fax
Standlee.com

October 7, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board Chairman
395 E Street SW
Washington, DC 20423

RE: Support of Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As longtime customers of Union Pacific, Standlee Hay Company, Inc. and Standlee Premium Products, LLC (collectively, "Standlee"), are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Standlee depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Standlee, we transport a variety of processed and packaged premium forage and animal wellness products as well as bulk cottonseed to markets both nationally and globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Standlee has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

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Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Signed by:
John Suddarth
79943FA4C3264AD...

John Suddarth
Director of Supply Chain
Standlee Hay Company, Inc.
Standlee Premium Products, LLC
(229) 244-5695
jsuddarth@standlee.com

cc: Member Schultz
Member Hedlund

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, States Logistics Services, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Customers and ensure the safe, timely delivery of our products across the country. At States Logistics Services, Inc. we transport Consumer Product Goods, Foods, Beverages and Ingredients to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that States Logistics Solutions, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Customers & Partners, like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers & customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

W. Ryan Donovan
President
States Logistics Services, Inc.
rdonovan@stateslogistics.com

714-392-7514

cc: Member Schultz
Member Hedlund

StateLine Cooperative

Nov 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, StateLine Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and framers owners and ensure the safe, timely delivery of our products across the country. At StateLine Cooperative, we transport grains and feed ingredients to markets both domestically as well as for export. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that StateLine Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

StateLine Cooperative

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

CEO
StateLine Cooperative
bbeukema@statelinecoop.com

cc: Member Schultz
Member Hedlund

steelscape

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Steelscape LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Steelscape LLC, we manufacture and distribute galvanized and painted steel coils to markets across the United States. Our business depends on efficient, reliable, and cost-effective rail service to meet customer expectations and ensure safe, timely delivery of our products. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. As we continue to diversify our supply chain to remain competitive in today's market, our reliance on efficient rail service has never been greater.

We recognize the essential role rail plays not only in our operations but also in supporting employees, customers, and the broader economy. We also understand that rail networks require ongoing investment, innovation, and a commitment to growth so that companies like Steelscape can thrive in the years ahead.

We believe the proposed merger will strengthen that commitment and deliver meaningful benefits for Union Pacific customers such as us, including:

- **Improved Service Reliability:** The combined network will provide more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** Eliminating interchanges where railcars are handed off will cut several days from transit times, enabling faster delivery to customers.
- **Increased Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, enhancing capacity, safety, and service quality.
- **Expanded Reach:** Access to a broader geographic footprint will allow us to better serve existing customers and reach new markets.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully weigh the positive impact this merger will have on businesses like ours and on the broader U.S. economy.

Thank you for considering our perspective. We look forward to continuing our partnership with Union Pacific and to the enhanced service opportunities this merger will create.

Steelscape, LLC | 222 West Kalama River Road, Kalama, WA 98625
T (888) 553-5521 | W www.steelscape.com

steelscape

Sincerely,

David Gutierrez
Transportation and Distribution Manager
Steelscape LLC

David.Gutierrez@bluescope.us

909 484-4682

11200 Arrow Rt – Rancho Cucamonga CA 91730

cc: Member Schultz
Member Hedlund

Stellar
Drilling Fluids, LLC

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Stellar Drilling Fluids, LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Stellar Drilling Fluids, LLC., we transport ground barium sulfate and bentonite to oilfield markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Stellar Drilling Fluids, LLC. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael J. Karonka
President
Stellar Drilling Fluids, LLC.
mkaronka@stellardrillinfluids.com

cc: Member Schultz
Member Hedlund

Stimson Lumber
A TRADITION OF QUALITY

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Stimson Lumber Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our retail home centers as well as our distribution and wholesale network of lumber yards and ensure the safe, timely delivery of our products across the country. At Stimson Lumber Company, we transport softwood lumber studs and dimensional products to markets yards across the US and Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Stimson Lumber Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and our customers across the US will benefit in many areas including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more lumber and distribution yards faster and allow for a smaller capital investment in inventory.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tim Atkinson

Tim Atkinson
Vice President of Sales
Stimson Lumber Company
9400 SW Barnes Rd. Suite 530
Portland, OR 97225

cc: Member Schultz
Member Hedlund


Stimson Lumber
A TRADITION OF QUALITY

STONE ARCH COMMODITIES

AG TRANSFER

9/26/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime partner of Norfolk Southern, Stone Arch Commodities is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate three agricultural transload facilities and rely on Norfolk Southern to provide efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will yield significant benefits for partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions. We believe the combined network will expand export opportunities for our nations agricultural products.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Revis L. Stephenson III
President
Stone Arch Commodities LLC
612.772.5963

cc: Member Schultz
Member Hedlund

November 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Strata Platforms is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of and ensure the safe, timely transport of our customers products across the country. At Strata Platforms, we support the transport of our customers' products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Strata Platforms has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Charles Houser
President
Strata Platforms
CharlesHouser@strataplatforms.com

cc: Member Schultz
Member Hedlund

SIT

Sublime InterTrade

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Sublime Intertrade is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Sublime Intertrade, we transport commercial goods and hazmat products to national and international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Sublime Intertrade has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Truly yours,

Roger O. Morais
President

cc: Member Schultz
Member Hedlund

20915 Lamberton Ave., Unit B, Carson, CA 90810 – USA
roger@usashipit.com
Tel: +1 (888) 456 5522
Whatsapp and Viber: +1 (310) 920 4060

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Sub-Zero Group, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of US distribution centers and ensure the safe, timely delivery of our products across the country. At Sub-Zero Group, Inc., we transport household appliances to markets within the entire US and globally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Sub-Zero Group, Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and manufactures and distributors like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to our distribution centers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mark Marshall
Transportation Operations Manager
Sub-Zero Group, Inc.
P: 608.441.5995 | M: 608.354.5394
mark.marshall@subzero.com

cc: Member Schultz
Member Hedlund



September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Sulco Warehousing & Logistics, LLC. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our distribution network and ensure the safe, timely delivery of our products across the country. At Sulco Warehousing & Logistics, LLC, we transport food, beverage and forest products to markets throughout the Northeast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Sulco Warehousing & Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific 3PLs like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more food manufacturers, wholesale distributors, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Timothy Amalfa
Vice President
Sulco Warehousing & Logistics, LLC.
tamalfa@sulco-lancer.com

cc: Member Schultz
Member Hedlund

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, The Sun Valley Rice Company, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At The Sun Valley Rice Company, LLC, we transport rice to markets nationwide and the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that The Sun Valley Rice Company, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Carlos Navarro
Logistics Manager
The Sun Valley Rice Company, LLC
cnavarro@sunvalleyrice.com

(530) 682-6721

cc: Member Schultz
Member Hedlund


SUN VALLEY RICE

SUNRISE FOODS INTERNATIONAL

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Sunrise Foods International, Inc. (Sunrise Foods), is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company relies on efficient, reliable, and cost-effective rail services to meet the needs of our customers and ensure the safe and timely delivery of our products. At Sunrise Foods, we transport a variety of specialty agricultural goods, with a focus on organic and non-GMO grains and feed ingredients, to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments and new commitments for growth and innovation, so that Sunrise Foods has a bright future.

We believe the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

Canada
306 Queen Street Suite 200
Saskatoon, SK S7K 0M2
Canada

U.S.
PO Box 605
Pender NE 68047
USA

Europe
Gertrudenstrasse 30-36
50667 Cologne
Germany

sunrisefoods.com • info@sunrisefoods.com

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Michael Corbett
Executive Vice President, Strategy & Infrastructure
366 Park Ave, Ste 300, Glencoe, Illinois, USA 60022
Direct: (847) 242-6044 | Cell: (310) 744-5788 | Office: (847) 242-6035
Email: mcorbett@sunrisefoods.com | Website: www.sunrisefoods.com

cc: Member Schultz
Member Hedlund

9/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

SUNTRAIN

San Francisco, CA

Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

SunTrain is pioneering the deployment of battery railcars to transport stored electricity over existing freight rail corridors. Our system allows utilities, data centers, ports, and industrial customers to bypass congested transmission lines and access reliable behind-the-meter power, directly leveraging the national rail network as a parallel backbone of the 21st-century energy economy. Union Pacific has been a critical collaborator in advancing this vision, and our success depends on a rail system that is both reliable and forward-looking.

For SunTrain, the benefits of the Union Pacific–Norfolk Southern merger are meanigful:

A more seamless energy corridor. Our projects span regions currently split between carriers, forcing unnecessary interchanges. A unified network reduces these handoffs, ensuring that battery trains carrying gigawatt-hours of energy can flow from renewable generation hubs to high-demand markets without delay.

Support for emerging freight classes. Energy storage by rail is not a traditional commodity. It requires reliable scheduling windows, secure handling, and priority routing. A stronger, integrated operator is better positioned to support innovative cargoes like ours that expand what freight rail can deliver.

Catalyst for investment and modernization. The merger's scale will accelerate adoption of advanced rail technologies, from electrification to digital scheduling. These upgrades dovetail with SunTrain's goals of safer, cleaner, and more reliable battery rail operations.

Resilience for the broader economy. By strengthening the nation's rail backbone, this merger supports not only SunTrain but also the many industries—energy, manufacturing, agriculture, ports—that depend on rail to remain competitive against trucking and global supply chain pressures.

SunTrain operates at the intersection of rail and energy infrastructure. We see firsthand the need for expanded capacity, reduced bottlenecks, and forward-looking investment. This merger is an opportunity to align the freight rail system with 21st-century priorities, from energy security to industrial resilience.

Sincerely,



Christopher D. Smith
Founder & CTO
SunTrain, Inc.

1540 Market Street
San Francisco, CA 94102

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Superior Duct Fabrication is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of HVAC customers and ensure the safe, timely delivery of our products across the country. At Superior Duct Fabrication, we transport HVAC sheet metal products to markets domestically. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Superior Duct Fabrication has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific HVAC manufacturers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more HVAC customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Reed Reynolds
President
Superior Duct Fabrication
rreynolds@sdfab.com
Office: 909-620-8565

cc: Member Schultz
Member Hedlund

Superior Farms
AMERICAN LAMB

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As EVP-Operations of Superior Farms, a national company that utilizes the rail system, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Shane MacKenzie

cc: Member Schultz
Member Hedlund

SUPERIOR SILICA SANDS

Superior Quality. Far Superior Service.

COMMITMENT | TEAM | INTEGRITY

10/28/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Superior Silica Sands is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of sand customers and ensure the safe, timely delivery of our products across the country. At Superior Silica Sands, we transport frac and industrial sands formulations to national and international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Superior Silica Sands has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Scott Waughtal
President and CEO
Superior Silica Sands
817.676.1460|swaughtal@sssand.com

cc: Member Schultz
Member Hedlund

SWANSON BROTHERS

11/19/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Swanson Brothers Lumber is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Swanson Brothers, we transport Lumber to markets nationwide The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Swanson Brothers has a bright future

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sam Bacogiannis

Sales Manager

Swanson Brothers Lumber Inc.

sam@swansonbros.co

cc: Member Schultz
Member Hedlund

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Swift Fuels, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Swift Fuels, LLC, we transport Unleaded Aviation Gasoline to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Swift Fuels, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Adam Dykhuizen
Director
Swift Fuels, LLC
765-237-3200

cc: Member Schultz
Member Hedlund

September 12, 2025

The Honorable Patrick J. Fuchs

Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a decades long customer of Union Pacific, the purpose of this letter is to express our company's strong support for the proposed merger between Union Pacific and Norfolk Southern.

CalPortland Company was founded in 1891. Since our inception, CalPortland has been producing quality cement and building materials and delivering them on time with integrity, reliability and consistency. Our cement plays a vital role in shaping America's infrastructure, from historic landmarks like the Hoover Dam to modern icons like Allegiant Stadium.

Our company depends on an efficient, reliable, and cost-effective rail service to deliver our quality products across the country. CalPortland relies on rail to transport cement to our various terminals across the country. Our strategically located terminals provide cement to local customers and support construction and local economies. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that a company such as CalPortland can continue to help build America for decades to come.

We believe that the proposed merger between Union Pacific and Norfolk Southern will enhance competition and yield significant benefits for Union Pacific and CalPortland. Some of these benefits include:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of CalPortland's customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy in continuing to help build our great Nation.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Raman Kadevari

Raman R. Kadevari, MBA, CPIM, C.P.M.

Sr. Strategic Sourcing Director

Office: 626-852-6251; Mobile: 949-300-4633

Email;rkadevari@calportland.com

cc: Member Schultz
Member Hedlund

TAMKO BUILDING PRODUCTS LLC

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, I'm writing on behalf of **TAMKO Building Products LLC** to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our business depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers from coast to coast, and ensure the safe, timely delivery of our products. At TAMKO we manufacture roofing shingles. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that TAMKO and the industry overall can compete to deliver the best products for our country.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers such as us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more efficiently
- **Increased Investment:** We believe the combined railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process and encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Dean M. Czuma
VP, Chief Procurement Officer
TAMKO Building Products LLC
198 Four States Drive, PO Box 97
Galena, KS 66739
Mobile Phone: 312-515-3894
dczuma@tamko.com

cc: Member Schultz
Member Hedlund



10/06/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Tamper Logistics LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Superior Industries and ensure the safe, timely delivery of our products across the country. At Tamper Logistics LLC, we transport Aluminium Ingots to markets nationwide and for Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Tamper Logistics LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Superior Industries and Ferromex like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Superior Industries Mexico and Ferromex, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.



We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mauricio Tamayo.
Vicepresident
Tamper Logistics LLC
+52 (614) 177-5437

+1 (915) 502-1051

cc: Member Schultz
Member Hedlund


MTC

TARGET FREIGHT MANAGEMENT

Don't wait to Save on Freight!

10/3/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Target Freight Management is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Target Freight Management, we transport goods of all kinds to markets nationwide and onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Target Freight Management has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

TARGET FREIGHT MANAGEMENT

Don't wait to Save on Freight!

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Amber Tolentino

Senior Truckload Logistics Analyst

Target Freight Management

6360 Library Rd

South Park Township, PA 15129

ATolentino@targetfmi.com

cc: Member Schultz
Member Hedlund

TARGET Transportation
536 South Ave. East • Cranford, NJ 07016 • Tel. (908) 709-4400 • Fax (908) 709-4411

September 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Target Transportation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Target competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has the potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kirk Baxter
COO
Target Transportation
kirkb@targettrans.com

TARGRAY

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Targray Industries Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Targray, we transport renewable fuels across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Targray has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customer like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Sean Coleman
Senior Trader – Renewable Fuels

Targray Industries Inc.

cc: Member Schultz
Member Hedlund

[10/1/25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Tarquin Coolpro LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Tarquin Coolpro LLC we transport chlor alkali products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Tarquin Coolpro LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Alek Skillern
Vice President
Tarquin Coolpro LLC
askillern@tarquinllc.com

cc: Member Schultz
Member Hedlund


TARQUIN

TECMA
Transportation Services

4851 Avenida Creel
Santa Teresa, NM 88008
575 . 589.1310

9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term direct and indirect customer of Union Pacific, Tecma Transportation Services, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our global customers and ensure the safe, timely delivery of our products across the country. At Tecma Transportation Services, LLC, we transport last mile of Raw and Finished Materials across different Ports of Entry along the southern border with Mexico. As a Shelter Manufacturer in Mexico, TECMA hosts different industries, Construction, Textile, Medical, Automotive, Electronic to name a few, companies who bring their raw materials from different parts of the world to manufacture in Mexico and deliver the finished goods to the United States (near shoring). The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our Clients, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Tecma Transportation Services LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific would enhance a transportation company like ours allowing us to focus on last mile and cross border, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to have better options to deliver more goods to more Clients faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Miriam B. Kotkowski
President
Tecma Transportation Services, LLC
575-589-1310

cc: Member Schultz
Member Hedlund

11/03/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Big Soo Terminal is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail services to meet the needs of Big Soo and ensure the safe, timely delivery of our products across the country. At Big Soo Terminal we transport fertilizer, salt and other bulk products to markets throughout the Midwest. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Big Soo Terminal has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Petzoldt

General Manager

Big Soo Terminal

cc: Member Schultz
Member Hedlund

Ternium

September 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Ternium USA Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Ternium USA Inc, we transport flat steel products to customers in different markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, our customers, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Ternium USA Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Juan Pablo Ocampos
VP Supply Chain
Ternium USA Inc.
jocampos@ternium.com

cc: Member Schultz
Member Hedlund



September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Texas Flow Tankage, LLC, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Martin Midstream, and ensure the safe, timely delivery of our products across the country. At Texas Flow Tankage, LLC, we transport crude oil to refineries, and then on to the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Texas Flow Tankage, LLC. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian Amsden
President
Texas Flow Tankage, LLC.
brian@texasflow.com

cc: Member Schultz
Member Hedlund

TEX-TUBE

Manufacturing Tubular Steel Products Since 1945

September 17th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Tex-Tube Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Tex-Tube Company, we transport steel products to markets *nationwide* including Mexico and Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Tex-Tube Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

TEX-TUBE

Manufacturing Tubular Steel Products Since 1945

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Hernan J. Guajardo, PRESIDENT

cc: Member Schultz
Member Hedlund

The Arthur Companies

429 Main Street
Arthur, ND 58006
701-997-6101

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific / Norfolk Southern Merger

Chairman Fuchs,

It was great meeting with you earlier this year. We appreciated the chance to share our perspective as a family-owned agribusiness that depends heavily on rail. Thank you for hearing our concerns and engaging in an open dialogue.

The Arthur Companies is a fifth-generation, family-owned agribusiness headquartered in Arthur, North Dakota, where we were founded more than a century ago. What began as a single country elevator has grown into a diversified grain, agronomy, and research business with a footprint across North Dakota and Idaho. The proposed merger would impact our Idaho assets in particular, positioning us to reach new markets and end-users further east. We strongly believe this would have a positive impact on our business, our growers, and the supply chains we serve.

On behalf of The Arthur Companies, I want to express our strong support for the proposed Union Pacific and Norfolk Southern merger. A stronger, more connected rail network means better service, more reliable delivery, and new opportunities for growers. Expanded connectivity across regions will provide real opportunities for our farmers and for the customers we serve. With the right oversight, it represents a meaningful step forward for the long-term health of U.S. agriculture and supply chains.

Farmers don't have time or margin for delays. The sooner this merger is approved, the sooner we can all start seeing the benefits—fewer bottlenecks, better access, and lower costs across the supply chain. That's good for agriculture and it's good for the communities that depend on it.

We encourage the Board to move forward and approve this merger without delay.



James Burgum
Chief Executive Officer
The Arthur Companies

C. REISS

PO Box 188 • Green Bay, WI 54305 • 920-436-7600 • Fax 920-436-7605

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, The C. Reiss Company, LLC (Reiss) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods across the country. At Reiss, we depend on the transportation of bulk commodities to our business locations and markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Reiss has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Keith Haselhoff
Chief Executive Officer
The C. Reiss Company, LLC
keith.hasehoff@robindale.com

cc: Member Schultz
Member Hedlund

THE JUDGE ORGANIZATION

TRANSPORTATION -WAREHOUSING - LOGISTICS

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and the Norfolk Southern, The Judge Organization is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on an efficient, reliable, and cost-effective rail service to meet the needs of our clients to ensure the safe, timely delivery of our products across the country. At The Judge Organization we manage the warehouse, distribution and transport of consumer products, paper and forestry, and consumer beverages to markets on the East Coast, and Southeast, The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our customers, and our national economy. We also understand first-hand how these rail networks need new investments, and new commitments for growth and innovation, so that The Judge Organization has a bright future growing rail and intermodal services for our railroad partners and our clients.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and Norfolk Southern partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more markets faster and more efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Patrick Wynne
President

The Judge Organization
Port Newark, NJ
pwynne@judgeorg.com
973-491-0600
www.thejudgeorg.com

cc: Member Schultz
Member Hedlund

THE PLANK COMPANIES, INC.

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a 20-year customer of Union Pacific, I am writing on behalf of Rail Logix to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Rail Logix depends on efficient, reliable, and cost-effective rail service to meet the needs of our clients and ensure the safe, timely delivery of our products across the country. At Rail Logix, we handle a broad array of freight; chemicals, fuels, polyethylene, steel coils, pipe, consumer products, etc. These products are shipped to us from all over the world and are ultimately distributed to other parts of the United States, and overseas via the extensive US Port system.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our customers, and the US economy. We also understand that our rail networks need new investment, and a commitment to growth and innovation, so that businesses like ours can prosper.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific companies like Rail Logix. Such benefits include:

- **Reduced Transit Times:** By eliminating unnecessary interchanges, where rail cars are handed off from one railroad to another, this merger will remove several days from our transit times, enabling us to deliver more goods to our customers, faster.
- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Increased Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our existing customers and establish new relationships.

THE PLANK COMPANIES, INC.

We understand that regulatory review is an important part of this process, and we encourage the you to carefully consider the *positive impact* this merger will have on businesses like ours and the broader economy.

Thank you for allowing us to express our views on this potential merger. We're strong supporters and would welcome any questions you might have.

Sincerely,

Michael J. Plank
Chairman/CEO
Rail Logix

cc: Member Schultz
Member Hedlund

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, The Rick Team, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on an efficient, reliable, and cost-effective rail service to meet the needs of our clients to ensure the safe, timely delivery of our products across the country. At The Rick Team, LLC we advise on the transport of agricultural, forestry, and consumer beverages to markets on the West Coast, Mountain States, Midwest, East Coast, and Southeast, The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our customers, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that The Rick Team, LLC has a bright future growing rail and intermodal services for our railroad partners and our clients.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more markets faster and more efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Rick Ehrensaft
President

The Rick Team, LLC
847-867-1603
rick@rickteam.com
www.rickteam.com

cc: Member Schultz
Member Hedlund

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and Norfolk Southern, Great Lakes Reload is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Great Lakes Reload, we transport steel, lumber, farm tractors, cooking oil and several other products to markets all over the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. The proposed merger would give us direct service by the new Union Pacific at our Chicago facility. Our customers would have faster and more cost effective access to the west opening up new markets for them and us. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Great Lakes Reload has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Chuck Marias

Chuck Marias
President
Great Lakes Reload
cjm@greatlakesreload.com

cc: Member Schultz
Member Hedlund

09/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Williams and Discovery Operations is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our many rail customers and ensure the safe, timely delivery of our products across the country. At Williams, we transport natural gas liquids to domestic markets as well as Mexican and Canadian markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Williams has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Austin McGinis
Distribution Representative & NGL Scheduler
Williams / Discovery Operations
austin.mcginis@williams.com, 918-282-9129

cc: Member Schultz
Member Hedlund

THREE CROWS ENVIRONMENTAL LLC

1200 W PLACITA QUIETA
GREEN VALLEY, AZ 85622
520-955-2563

September 25,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, Three Crows Environmental LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. The importance of this merger has tremendous impact in the United States' overall ability to successfully compete in the global marketplace.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Three Crows, we transport hazardous waste residue so it can be converted into usable building products by domestic producers who in turn move them to international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Three Crows has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Titan Terminal is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Titan Terminal, we transport liquid chemicals to and from markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Titan Terminal has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver and receive more goods to/from more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jaron Bentrude
President
Titan Terminal
Jbentrude@titanterminal.com

cc: Member Schultz
Member Hedlund

TLTERMINALS

September 25 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As Founder and CEO of **TLTerminals**, I am writing to express our strong support for the proposed merger between **Union Pacific** and **Norfolk Southern**.

TLTerminals provides transloading, warehousing, and multimodal logistics solutions for a wide range of industries. Our operations depend on efficient, reliable, and sustainable rail service to ensure the safe and timely delivery of products across North America. Through our strategic location in Monterrey, we serve as a critical link in the cross-border supply chain, connecting U.S. railroads with Mexican markets.

We believe this merger will bring significant benefits for rail customers like us, including:

- **Improved Service Reliability**: A unified network will minimize interchanges and strengthen supply chain continuity for cross-border shipments.
- **Reduced Transit Times**: Faster, more direct connections between origins in the U.S. Southeast and Midwest with Mexico, removing days from current transit schedules.
- **Increased Investment**: A stronger transcontinental railroad will be able to invest in infrastructure, technology, and equipment that support capacity growth and safety.
- **Expanded Reach**: Access to a broader geographic footprint will enable us to provide our customers with new, competitive transportation options, aligned with nearshoring trends in Mexico.

Rail is the backbone of our operations, and enhancing connectivity between UP and NS networks is critical for advancing North American trade competitiveness. We respectfully urge the Surface Transportation Board to consider the positive impact this merger will have on businesses like ours, the communities we serve, and the broader economy.

Thank you for your consideration.

Sincerely,
Alejandro Rodríguez Villarreal
Founder & CEO
TLTERMINALS
arodriguez@tlterminals.com
+52 812 860 7783

cc: Member Schultz
Member Hedlund

Trans-America Storage & Forwarding Co.

8600 SAN LORENZO DRIVE • P.O. BOX 6455 – 78042
PHONE (956) 727-7123 • FAX (956) 724-6322
TEJAS IND. PARK II • LAREDO, TEXAS 78045-8707
Tax-ID # 74-2032448

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Trans-America Storage and Forwarding Co. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Trans-America Storage and Forwarding Co., we transport wood pulp, scrap paper, kraft liner, polypropylene resin and polyethylene resin to markets nationwide and then onto Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Trans-America Storage and Forwarding Co. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Trans-America Storage & Forwarding Co.
8600 SAN LORENZO DRIVE • P.O. BOX 6455 – 78042
PHONE (956) 727-7123 • FAX (956) 724-6322
TEJAS IND. PARK II • LAREDO, TEXAS 78045-8707
Tax-ID # 74-2032448

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Raul Valdez

Raul Valdez
Vice-President
Trans-America Storage and Forwarding Co.
8600 San Lorenzo Dr.
Laredo, TX 78045
956-727-7123
rvaldez@transamericastorage.com

cc: Member Schultz
Member Hedlund

TPP TRANSFERENCIAS PORTUARIAS DEL PACÍFICO

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strong Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Transferencias Portuarias del Pacífico, a long-standing customer of Union Pacific, I am pleased to express our unequivocal support for the proposed merger between Union Pacific and Norfolk Southern.

Our company specializes in the handling and transportation of bulk commodities for international transit customers—particularly copper concentrate and coal— from key markets across the United States. We rely on efficient, reliable, and cost-effective rail service to meet our customers' needs and ensure the safe, timely delivery of these critical materials.

As a vital link between U.S. producers, international ports, and global markets, we understand how essential the American freight rail network is to both national and international supply chains. It enables us to move large volumes efficiently and sustainably. We also recognize the importance of ongoing investment and innovation in rail infrastructure to support future growth, competitiveness, and resilience for companies like ours.

We are confident that the proposed merger will strengthen competition and deliver significant benefits for Union Pacific partners such as Transferencias Portuarias del Pacífico, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, reducing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are transferred, the merger will cut several days after transit times, enabling us to deliver more copper concentrate and coal to international customers more quickly.

- Increased Investment: The new transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment—enhancing service quality, capacity, and safety.
- Expanded Reach: Access to a broader geographic footprint will allow us to serve our existing customers more effectively and reach new markets.

We fully appreciate that regulatory review is an essential part of this process and respectfully urge the Board to consider the positive impact this merger will have on businesses like ours and on the broader U.S. and international economy.

Thank you for considering our perspective. We look forward to continuing our partnership and to the enhanced service this merger is poised to deliver.

PP
Sincerely,



Luz Adriana del Campo Castillo
General Manager
Transferencias Portuarias del Pacífico, S.A. de C.V.
Port of Guaymas

adelcampo@tppguaymas.com.mx

cc: Member Schultz
Member Hedlund

TRANSMODAL

Tuesday, September 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Transmodal Group is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Transmodal Group, we lead intermodal logistics, adding value through security and sustainability across the supply chain. Specialized in consumer goods and wine & spirits industries to markets and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so Transmodal has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

TRANSMODAL

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Valentin Navarrete
Commercial VP
Transmodal Group
vnavarrete@transmodal.com.mx

cc: Member Schultz
Member Hedlund

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Transport 360, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of their products across the country. At Transport 360, we facilitate the transloading of dry bulk fertilizer, breakbulk, aggregates, and liquid cargos such as biodiesel and magnesium/calcium chloride to markets from the Gulf of Mexico as well as the East and West coasts. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Transport 360 has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us as well as the shippers we support, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Aaron Khouri
CEO
Transport 360, LLC
(901) 409-3962
AaronKhouri@transport360.org

cc: Member Schultz
Member Hedlund

TSIM INTERNACIONAL S.A. DE C.V.

September 25TH,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, TSIM INTERNACIONAL, S.A. DE C.V. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At TSIM INTERNACIONAL, S.A. DE C.V., we transport a vast array of products such as: Steel, Aluminum, Forest Products, Palletized, etc. to Local, Regional, and Nationwide markets.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that TSIM INTERNACIONAL, S.A. DE C.V. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific´s Customers and Partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more Customers & Consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

AVE. LOS ANGELES No. 303 COL. GARZA CANTU SAN NICOLAS DE LOS GARZA, N.L. MEXICO
TELS. (81) 8331-4978, (81) 8351-4359, (81) 8351-5779, (81) 8351-8522, FAX: (81) 8351-9380 Y 8351-1444

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

HORACIO CESAR FLORES LÓPEZ
PRESIDENT
TSIM INTERNACIONAL, S.A. DE C.V.
Mobile: +52 818 309 6499
Email:horacio.flores@tsim.com.mx

cc: Member Schultz
Member Hedlund



Quality Hard Rock ~

TRAP ROCK & GRANITE QUARRIES, LLC
11313 Highway N
Ironton, MO 63650
844-900-**ROCK** (7625)
573-546-4015 office
573-546-4014 fax

September 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Trap Rock & Granite Quarries, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of various customers and ensure the safe, timely delivery of our products across the country. At Trap Rock & Granite Quarries, LLC, we transport crushed rock ballast, asphalt and concrete hard rock materials, raw materials used in roofing granules, agricultural, cement, construction, revetment, monuments, decorative crushed stone and boulders and other industries to markets typically east of the Rocky Mountains. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Trap Rock & Granite Quarries, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sam Beelman

Sam Beelman
Manager
Trap Rock & Granite Quarries, LLC
618-646-5311
sambeelman@beelman.com

cc: Member Schultz
Member Hedlund



- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Andrea Cowell
President
Treated Timber Solutions, Inc
andrea@treatedties.com

cc: Member Schultz
Member Hedlund

TRINITY
A BURRIS LOGISTICS COMPANY

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping food & beverage, chemical, construction & manufacturing, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Stacey Howell

Stacey Howell

cc: Member Schultz
Member Hedlund

TRINITYRAIL
BUILT TO DELIVER®

14221 N. Dallas Parkway, Suite 1100
International Plaza II, Dallas, Texas 75254
800-631-4420 | www.trinityrail.com

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

TrinityRail is a key supplier to Union Pacific of freight railcars and railcar services, which are essential to the safe and smooth operation of freight rail service across the country. The relationship between TrinityRail and Union Pacific has not only been beneficial for both companies economically but also for their many employees.

TrinityRail supports the proposed merger between Union Pacific and Norfolk Southern.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times should create more opportunities for modal conversion.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy. We see the transaction as beneficial, and we do not anticipate negative impacts to our company or market competition.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Charley Moore

Charley Moore
Chief Commercial Officer
TrinityRail
Charley.Moore@trin.net

cc: Member Schultz
Member Hedlund

Trio Enterprises

September 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Trio Trucking is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As an intermodal marketing company, Trio Enterprises competes directly with over-the-road trucking, and rail is a vital component of our ability to offer sustainable and scalable transportation solutions. The American freight rail network is essential to our supply chain, and we recognize the importance of continued investment and innovation to meet the evolving needs of shippers like us.

We believe that the proposed merger will enhance competition and has potential to yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We are optimistic that the merger will lead to more competitive rail products—not only through improved service and efficiency, but also through innovation and responsiveness to customer needs. As the rail industry evolves, we believe this combination can help raise the bar for performance and value.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Scanned with CamScanner

Trio Enterprises

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tamara Paul
President & CEO
Trio Trucking, LLC
614-907-6768

cc: Member Schultz
Member Hedlund

Scanned with CamScanner

TRUCK - RAIL HANDLING INC.

November 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific (1971), Truck-Rail Handling, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Customers and their consignee's to ensure the safe, timely delivery of our products across the country. At Truck-Rail Handling, Inc., we transload from rail car to bulk tankers a varied number of products (from petroleum, agriculture products, chemicals, minerals, etc. for manufacturing facilities in markets in the Western States as well as out of the Ports of Seattle, Tacoma and Oakland to the world. American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Truck-Rail Handling, Inc. has a bright future.

We believe that the proposed merger will enhance efficiencies and yield significant benefits for Union Pacific transloading companies like ours, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced/Consistent Transit Times:** By eliminating interchanges where rail cars are handed off, will remove several days from transit times, enabling our customers to have more reliable service and control inventories better and have an overall more efficient logistics movement.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Efficiencies/Lower Pricing:** The efficiencies in this merger will allow the Union Pacific to provide more efficient service for less cost than the current rail shippers are seeing now. This will open up the possibility of new customers shipping rail across the country with only one railroad involved.



We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

TRUCK-RAIL HANDLING, INC

44355 Old Warm Springs Blvd. - Fremont, CA 94538

Lee Schorno - President

510-657-4267 x-103 - Cell 510-377-4045

www.qatp-trh.com

cc: Member Schultz
Member Hedlund


TRUCK - RAIL HANDLING
INC.

Tubacero

02 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, TUBACERO is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of CUSTOMERS and ensure the safe, timely delivery of our products across the country. At TUBACERO, we transport STEEL PIPE to markets NATIONWIDE AND ONTO THE REST OF WORLD The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that TUBACERO has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific CUSTOMERS like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more CUSTOMERS, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ing. Jesús Morales Treviño
Sales Manager
Tubacero
jmorales@tubacero.com

cc: Member Schultz
Member Hedlund

09/29/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Tuf-Tite, Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet our production needs, and ensure the safe, timely delivery of our products across the country. At Tuf-Tite, Inc, we transport plastic resins to produce various construction and plastic packaging products. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy.
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive resin pellets faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Theodore Meyers
Theodore Meyers
President
email: pyskaty@tuf-tite.com

cc: Member Schultz
Member Hedlund

9-25-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a potential new customer of Union Pacific, TULSACK is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company is pursuing efficient, dependable, cost-effective rail service to meet the needs of our converting operation, ensuring safe, timely delivery of our raw materials. At TULSACK we receive recycled paper rolls from various US manufacturers, converted by us into paper handle shopping bags used in the retail, food service and grocery markets throughout the US and the world. The American freight rail network provides my company the opportunity to transition from over the road truck transportation to rail, resulting not only in cost savings, but an environmentally sustaining reduction to our carbon footprint. While not a current customer, we understand firsthand how these rail networks need new investments, and new commitments for growth and innovation…and we are actively engaging with Union Pacific with those objectives in mind.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific for potential customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jarrod M. Dyess
President
TULSACK
jarrod.dyess@tulsack.com

cc: Member Schultz
Member Hedlund

September 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Proposed Merger of Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

Twin Eagle Terminals & Logistics (TETL) writes to express strong support for the proposed merger between Union Pacific and Norfolk Southern. As a provider of terminal and rail logistics services with prime locations along major rail corridors, our operations depend critically on a reliable, efficient, and integrated rail network.

At TETL, we provide transloading, bulk storage, switching, inventory management, and facility operations across our terminals in Texas, Wyoming, Colorado, and West Virginia. We handle diverse commodities including refined fuels, ethanol, aggregates, asphalt, crude oil, and construction materials—helping our customers move products safely, reliably, and cost effectively.

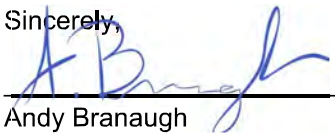
We believe the merger will benefit shippers and terminal operators like us through:

• Greater network efficiency by reducing delays and improving connectivity.
• Improved service reliability and capacity supported by infrastructure investments.
• Cost savings and sustainability through more efficient rail movements.
• Expanded market access with a broader, more consistent network.

We recognize the importance of thorough regulatory review, but believe this merger will strengthen U.S. supply chains and enhance service for businesses like ours. We respectfully urge the Surface Transportation Board to give full consideration to these benefits.

Thank you for your attention to this matter.

Sincerely,



Andy Branaugh
President
Twin Eagle Terminals & Logistics
Andy.Branaugh@teterminals.com
P: (832)776-0512

cc: Member Schultz
Member Hedlund

TYR Energy Logistics (Mexico), LLC
76 Lakeshore Dr
Corpus Christi, Texas 78413
Tel: (361) 739-3420

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, TYR is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At TYR we transport hydrocarbons, raw materials and various other products to markets nationwide and unto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that TYR has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Ninfa L. Martinez
Chief Commercial Officer
361 739-3420

cc: Member Schultz
Member Hedlund

October 10th, 2025

The Honorable Patrick J. Fuchs
Chairman-Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a customer shipping building material, I recognize the key role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our business to broader markets and provides an efficient transportation option for goods.

My business would benefit from faster, more reliable service, a more efficient and resilient supply chain and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to help my business by delivering single-line service and offering more direct routes that increase transportation options, expand each railroad's geographic reach and encouraging investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability, and long-term benefits to customers, and I trust that the Surface Transportation Board will safeguard these benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in their consideration of the proposed transaction.

Sincerely,

Christopher J Meyers

Christopher J. Meyers
Director, Transportation and Warehouse Operations
United States Gypsum Company

CC: Member Schultz
Member Hedlund

United States Gypsum Company 550 West Adams Street, Chicago, IL 60661-3676 t 312.436.4000 f 312.672.4093 usg.com

USG - Confidential

UFP INDUSTRIES

September 19th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, I am writing of behalf of UFP Industries to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

UFP Industries is a $6 billion publicly traded American manufacturer serving the building, construction, and packaging sectors. With hundreds of locations and tens of thousands of customers nationwide, we rely heavily on efficient, reliable, and cost-effective rail service to distribute our products.

We believe this merger will help advance these priorities by integrating complementary rail networks and spurring new investment in the freight rail industry, enhance competition and deliver tangible benefits for customers like us, including improved service reliability through more direct routes, fewer disruptions, and greater flexibility. It will also reduce transit times, enabling us to deliver goods more efficiently and expand our reach to new and existing customers.

The products we make help power America's infrastructure and support a stronger supply chain:

- **UFP Retail** – Home to top brands used by many American customers like ProWood, North America's largest treated lumber supplier, and Deckorators, a premium composite decking line.
- **UFP Packaging** – Provides custom crating and packaging solutions for everything from hazelnuts to batteries to vehicles. We lead the industry with 31 million new pallets produced annually.

- **UFP Construction** – Supports residential and commercial projects, the RV and cargo trailer industries, and contributes to iconic skylines and communities across the country.

The domestic freight rail network is critical to our ability to move large volumes of product efficiently and sustainably, and to source the raw materials used in our products. We recognize the importance of regulatory review and respectfully urge the Board to consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration. We look forward to the continued strong partnership this merger will bring.

Sincerely,



Will Schwartz
CEO & President
UFP Industries
wschwartz@ufpi.com

cc: Member Schultz
Member Hedlund



October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, US Iron writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At US Iron, we transport iron ore to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that US Iron has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mark Miller
Mark@usmagnetite.com
President
US Iron FLA, LLC

cc: Member Schultz
Member Hedlund

US Iron, LLC
755 Grand Blvd B105 St. 316, Miramar Beach, Florida USA 32550
(765) 210-4111

U.S. MINERALS

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, U.S. Minerals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to ensure the safe, timely delivery of our raw materials and products across the country. At U.S. Minerals, we transport abrasive products and roofing granules to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that U.S. Minerals has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jason Vukas
Vice President, Sales & Marketing
U.S. Minerals

cc: Member Schultz
Member Hedlund

09/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Salt Source LLC dba U.S. Salt is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

U.S. Salt depends on efficient, reliable, and cost-effective rail service to meet the needs of our many different customers located throughout the U.S. At U.S. Salt, we transport high purity solar salt, deicing salt and feed grade salt to various industrial and commercial markets. The Class One American freight rail network serves as the single most critical component to our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our customer base who rely on these commodities. There is no doubt that rail networks require new investments and a real commitment for growth and innovation so that U.S. Salt can continue to grow and prosper.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Rail Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduce Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and markets faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our view on this proposed merger. We look forward to the continued partnership and enhanced service that this merger will bring.

Regards,

Matt Friedrich
President/CEO
Salt Source LLC dba U.S. Salt
Cell 612-481-8731 Email Matt@ussalt.com
cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Deware Chairman Fuchs,

As a longtime customer of Union Pacific, US1 Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company, like many others, depends on efficient, reliable, and cost-effective rail service to meet the needs of our growing customer base. US1 Logistics moves a variety of products from agricultural, manufactured, and military to name a few. We are also very excited to be at the forefront of the recently legalized industrial hemp industry. This agricultural product will be used worldwide for building materials, food products, and fiber which will play a big role in returning clothing manufacturing to the US. I personally have discussed opportunities in this field with representatives of Union Pacific and I am excited to say that this merger has the potential to bring millions of dollars in revenue to the merged rail system. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our national economy and we also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that companies like US1 Logistics have a bright future.

We believe the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

Reduced Transit Times: By eliminating interchanges where rail card are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster and safer.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Christopher Kinsel CTB

General Manager

US1 Logistics

ckinsel@us1logistics.com

925-407-6052

US 1
NETWORK

Chris Kinsel, CTB

US1 Logistics, LLC
8556 Hidden Pines Avenue
Las Vegas, NV 89143

Cell: 925-407-6052
ckinsel@us1logistics.com

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, USA Rail Terminals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At USA Rail Terminals, we transport a variety of commodities including refined products and chemicals to and from markets throughout the US and Canada. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that USA Rail Terminals has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers/partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers / consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Rich Montgomery
Chief Executive Officer, Alpenglow Rail
C: (720) 339-5720 I O: (720) 328-0944
E: rich@alpenglowrail.com I W: www.alpenglowrail.com

USD GROUP

09/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

USD Group LLC, and I personally, share a longstanding relationship with all of the Class 1 Railroads, including both Union Pacific and Norfolk Southern. We have been fortunate to work alongside all of our rail colleagues, developing new and unique supply chain solutions for our joint customers. A strong and efficient rail network is critical to our Country, economy and our citizens.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of joint customers and ensure the safe, timely delivery of our products across the country. At USD Group, we develop supply chain solutions across a wide range of commodities, modes of transport and transportation lanes to markets both nationally and internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our business and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation.

We believe that there are many ways in which rail service can be enhanced, including actions like the proposed merger between Union Pacific and Norfolk Southern. It is critical that focus within the rail industry be squarely on growth and gains in market share through the following metrics:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions
- **Reduced Transit Times:** By eliminating inefficient interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster
- **Increased Investment:** Investment is critical towards improvements aimed at debottlenecking, velocity and capacity improvements to include technology, and equipment, further improving service quality, capacity, and safety
- **Expanded Reach:** More access to a broader geographic footprint will allow us to better serve our customers and reach new ones. **As a Texas-based company, we see the value in connecting the Gulf to each coast through one railroad, unlocking new markets and potential. While**

USD GROUP

our reach is nationwide, this strategic connection enhances our ability to serve customers across the continent.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger, and other rail strategies, will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Joshua D. Ruple
EVP & COO
USD Group LLC

Joshua D. Ruple
EVP & COO / USD Group / 832-217-5488 / www.usdg.com

cc: Member Schultz
Member Hedlund

September 30, 2025

TO WHOM IT MAY CONCERN:

I'm writing today to express my support as a cold storage real estate developer that uses rail for the pending merger of Union Pacific and Norfolk Southern.

Our 487,000 square foot facility, served by rail is located in Council Bluffs IA, adjacent to a Union Pacific rail yard and we'll start shipping pork on rail for a customer, Tyson Foods starting in November, 2025. We've been preparing for this for quite a while.

We're excited about shipping what is produced in the heart of America (the breadbasket of the world) to the ports and this merger will create the first transcontinental freight railroad, connecting ~100 ports across 43 states! It is much easier and faster for one railroad to handle the entire distance.

Please feel free to reach out if any questions.

Thank you,
Monte Froehlich
President, USP Management
monte.froehlich@uspmgmt.biz

VAN G
LOGISTICS

10/3/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Van G Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our many customers and ensure the safe, timely delivery of our products across the country. At Van G Logistics, we handle, store, and transport every commodity that is shipped by rail to markets on the West Coast. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Van G Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

VAN G
LOGISTICS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Roger Van Groningen
President
Van G Logistics
roger@vanglogistics.com

cc: Member Schultz
Member Hedlund

Roger Van Groningen

Roger Van Groningen

October 15, 2025

Vantage Commodities LP
900-1021 W Hastings St, Vancouver, BC V6C 2R6
Phone: 778-819-4304 | Email: Info@vantagelumber.com
Website: Vantagelumber.com

To Whom It May Concern:

On behalf of **Vantage Commodities LP**, I am writing to express our support for the proposed combination of **Union Pacific** and **Norfolk Southern** to create America's first transcontinental railroad.

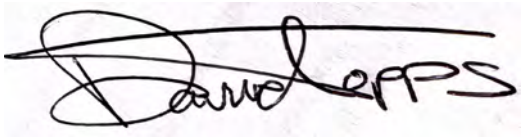
As a valued transportation partner, both Union Pacific and Norfolk Southern have consistently demonstrated a commitment to reliability, efficiency, and innovation within the rail industry. We believe that the unification of these two historic networks will further enhance service quality, strengthen supply chain resiliency, and expand market connectivity across North America.

From our perspective as traders, this merger has the potential to streamline operations, reduce transit times, and provide greater consistency and flexibility in rail service benefits that will ultimately support continued growth and competitiveness for businesses like ours.

We appreciate the vision and leadership behind this initiative and are confident that the combined organization will be well positioned to deliver long term value to its customers and employees.

Vantage Commodities LP fully supports the proposed merger and looks forward to continuing our partnership under the unified network.

Sincerely,



David Topps
Managing Partner
Vantage Commodities LP

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Vantage Oleochemicals, Inc., is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Vantage Oleochemicals, Inc., we manufacture and transport our oleochemicals (stearic, oleic and glycerin) to markets throughout the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Vantage Oleochemicals, Inc., has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more of our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Maureen Hearne

Supply Chain Manager

Vantage Oleochemicals, Inc.

Maureen.Hearne@vantagegrp.com

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs Chairman of the Surface

Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the merger of Union Pacific and Norfolk Southern

Dear President Fuchs,

As a Union Pacific customer, we are pleased to support the proposed merger between Union Pacific and Norfolk Southern Railroads.

Our company Vengo Logistics LLC established in the United States since 2014, we offer 3PL services., some of our clients and potential clients have asked us for better proposals in cargo transport, for the handling of large volume shipments over long distances.

We believe that the alliance between the UP and NS railways will bring better benefits in the following aspects: coast to coast national coverage, since the fewer railways involved in a service route, the more efficient the railway operation, We also consider that both companies will be able to focus their human and financial resources in a more efficient way, which can translate into improved time and optimization of resources, with better transit times which will finally be impacted on the improvement of the economy of the United States and the final buyers of the transported products, thus improving the end consumer in the United States

For the above reasons, we hope that they will consider approving the merger between UP and NS

Sincerely

Luis Fernando Venegas
President
VENGO LOGISTICS LLC
(915) 727-1010

Cc: Miembro Schultz
Miembro Hedlund

VENGO LOGISTICS, LLC
6882 Whisper Canyon Dr El Paso, TX 79912 Phone (915) 727-1010 Fax (915) 975-8078

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Veolia North America

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

As a long-time customer shipping hazardous waste from across North America—and a current customer of all six Class I freight railroads—Veolia recognizes the essential role that the rail system plays in supporting our economy and business operations. Reliable rail service connects our facilities to broader markets, providing not only more efficient transportation but also more environmentally responsible options for moving these materials.

Veolia's operations would clearly benefit from faster, more reliable rail service and a more efficient, resilient supply chain. The proposed Union Pacific–Norfolk Southern merger has strong potential to deliver these improvements by enabling single-line coast-to-coast service. This would create more direct routes, reduce transportation costs, and expand each railroad's geographic reach—benefits that would also extend to Veolia and our customers. With thoughtful implementation, this merger could enhance service dependability, support local economies, and create opportunities for infrastructure investment and job growth. These outcomes should, of course, be realized in a manner consistent with the highest standards of safety, sustainability, and long-term public benefit—areas in which we trust the Surface Transportation Board will remain diligent.

In our industry, rail freight offers a substantial sustainability advantage—one railcar can replace between four and ten trucks on the highway. This shift significantly reduces highway congestion and carbon emissions, making rail a critical component of sustainable logistics. Decarbonization is a core initiative at Veolia, and expanding our rail utilization is one of the ways we are making measurable progress. The proposed merger would provide another opportunity to broaden that impact.

We respectfully encourage the Board to consider these perspectives in its review of the proposed merger.

Sincerely,

Mike Bartholomew

DocuSigned by:
Mike Bartholomew
49E6A34D4C26496...

Senior Director, Supply Chain

Veolia ES Technical Solutions

cc: Member Schultz
Member Hedlund

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

We understand that the Surface Transportation Board will soon be asked to consider the proposed merger between Union Pacific and Norfolk Southern.

Viserion Grain, LLC depends on efficient, reliable, and cost-effective rail service to deliver agricultural commodities to our customers in both domestic and international markets. We welcome initiatives undertaken by all our rail partners to address service issues and believe the proposed merger of the Union Pacific and Norfolk Southern Railroads would be positive for our business.

We have a vested interest in the health of the rail transportation sector and believe that the proposed merger can enhance competition and yield real benefits for our business, including:

- **Improved Service Reliability:** The promise of more direct routes and greater flexibility will minimize the risk of service disruptions.
- **Reduced Transit Times:** We believe the combination will remove several days from transit times via the elimination of interchanges where rail cars are handed off between lines. This will enable us to deliver goods to our customers faster and more efficiently.
- **Increased Investment:** We expect the synergies realized from the proposed merger, would better position the Union Pacific to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process and ask that the relevant authorities carefully consider all aspects of the proposed merger, including the anticipated positive impact this merger can have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.

Sincerely,



Aaron Wiegand
CEO
Viserion Grain, LLC

cc: Member Schultz
Member Hedlund

10/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Vista Minerals is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Vista Minerals, we transport high quality, fine-grade frac sand to markets throughout Texas. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Vista Minerals has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Audra Massey
Senior Manager of Sales and Logistics
Vista Minerals
E: amassey@vmsand.com P: 817-507-8318

cc: Member Schultz
Member Hedlund

Friday, September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, ***ViSteel, Inc. Holder of a group of companies (Tex-Tube Company, S&P Steel Products and Services, Inc. including others) owned by Grupo Villacero*** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on an efficient, reliable, and cost-effective rail service to meet the needs of *transporting our finished products, as well as the raw materials we use in our production, in addition to the logistics services we provide to other industries at our facilities.* and ensure the safe, timely delivery of our products across the country. At *ViSteel, Inc.*, we transport *steel pipes, steel-derived products as well as alloys and coated steel items, American steel coils, and third-party products to our logistics division.* to markets USA *nationwide to and from Mexico & Canada*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that ***ViSteel, Inc. Holder of a group of companies (Tex-Tube Company, S&P Steel Products and Services, Inc. including others) owned by Grupo Villacero*** has a bright future.

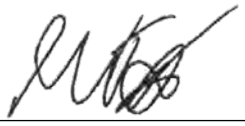
We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *for customers and partners across the country* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers and to find new producers of steel to supply our facilities* faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Rafael Andre Martinez
International Planning & Logistics Manager
ViSteel, Inc.
rafael.martinez@villacero.com | rmartinez@s-psteelproducts.com | rmartinez@tex-tube.com

Mobile: (713)–838–6968

cc: Member Schultz
Member Hedlund

10/02/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Vogelsberg Trucking Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Vogelsberg Trucking Inc, we transport anything from lumber to vegetables as well as salt and other minerals to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Vogelsberg Trucking Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

VOGELSBERG TRUCKING
FARIBAULT, MN

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Paul Pickering
President
Vogelsberg Trucking Inc

507-339-6969
vogelsbergtrucks@gmail.com

cc: Member Schultz
Member Hedlund

09/23/25

www.emultech.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing customer of Union Pacific, VSS Emultech is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our business relies on efficient, reliable, and cost-effective rail service to deliver asphalt and asphalt emulsion products across California, Nevada, and Arizona. The American freight rail network is essential to our operations and to the broader economy, enabling the safe and sustainable movement of goods nationwide. We recognize that continued investment and innovation in rail infrastructure are critical to meeting future transportation demands.

We believe this merger represents a unique opportunity to strengthen the U.S. rail system and deliver meaningful benefits to shippers, communities, and the economy, including:

- **Improved Service Reliability:** A unified network will provide more direct routes and greater operational flexibility, reducing the risk of service disruptions.
- **Faster Transit Times:** Eliminating interchanges will shorten transit times by several days, helping us reduce heating costs for liquid asphalt and improve supply chain efficiency.
- **Greater Investment and Innovation:** A combined transcontinental railroad will be better positioned to invest in infrastructure, technology, and safety enhancements, ensuring long-term competitiveness and sustainability.
- **Expanded Market Reach:** Broader geographic coverage will allow us to serve customers more effectively and support economic growth in multiple regions.

We understand the importance of a thorough regulatory review and encourage the Board to consider the significant positive impact this merger will have on businesses like ours, the freight rail industry, and the national economy.

Thank you for your consideration. We look forward to the enhanced service, reliability, and innovation this merger will bring.

Sincerely,

Jesse Ferguson

Jesse Ferguson, PMP
Sr. Operations Manager
VSS Emultech
Jesse.Ferguson@slurry.com

cc: Member Schultz
Member Hedlund

Vulcan
Materials Company

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the leading producer of construction aggregates in North America, and a long-time customer of Union Pacific and Norfolk Southern, Vulcan Materials Company recognizes the vital role freight rail plays in building the nation's infrastructure. We rely on safe, efficient, and reliable rail network to transport essential materials-stone, sand, and gravel- that form the foundation of our roads, bridges, and buildings. To meet the growing demands of our country, it is critical that this network continue to evolve with innovation and investment.

We believe this merger has the potential to deliver meaningful benefits for shippers, businesses, and the broader economy, including:

- **Improved service reliability/reducing transit times.** By creating a more direct route, the combined network will reduce the risk of service disruptions and eliminate days of transit time. A larger network requires a strong commitment to both maintaining and improving existing service, as well as investing in new routes. The new company will be well-positioned to execute on this.
- **Increasing investment.** A stronger, transcontinental railroad will be better positioned to invest in the infrastructure, technology, and assets needed to improve service, increase capacity, and focus on safety, ultimately reducing costs for shippers and positively affecting the economy.
- **Expanding our reach.** As one of our foundational pillars, we are committed to expanding our footprint to better serve existing customers and reach new ones. While moving aggregates by rail presents a significant freight-cost challenge, we believe that the synergies created through this merger will deliver meaningful efficiencies and cost savings for our downstream customers who are helping build America.

We encourage the relevant authorities to consider the positive impact this merger will have on businesses and the broader economy. We look forward to the enhanced service and continued partnership it will bring.

Thank you for your consideration of our perspective.

Sincerely,

Debra Taylor

Debra Taylor
VP Rail Logistics
Vulcan Materials Company
1200 Urban Center Drive
Birmingham, AL 35242
(205) 234-2835

cc: Member Schultz
Member Hedlund

"Recycling for the future now"

Thursday, September 25th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of the American freight rail network, W Silver Recycling Inc is writing to express our strong support for strategic initiatives, such as the proposed combination of major rail carriers, that promise to enhance the overall efficiency and competitiveness of the rail system.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our consumers and ensure the safe, timely delivery of our products across the country. At W Silver Recycling Inc, we transport substantial volumes of scrap metal to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these vital rail networks need new investments and new commitments for growth and innovation, so that W Silver Recycling Inc can continue to thrive.

We believe that strategically sound consolidations within the rail industry can yield significant benefits for shippers and partners like us, including:

- **Improved Service Reliability:** A more integrated network can lead to more cohesive operations and greater flexibility in managing logistics, thereby minimizing the risk of service disruptions that impact our critical delivery schedules.
- **Reduced Transit Times:** By optimizing network flows and eliminating redundancies inherent in multi-carrier routes, such combinations can reduce overall transit times, enabling us to deliver goods to more consumers faster and improve our inventory management.
- **Increased Investment:** Larger, stronger rail entities are often better positioned to make substantial investments in crucial infrastructure, advanced technology, and modern equipment. This enhances service quality, capacity, and safety across the entire network.
- **Expanded Reach and Simplification:** A broader, more integrated geographic footprint can simplify shipping logistics and allow businesses like ours to better serve existing customers and strategically reach new ones, supporting economic growth for both our company and the regions we serve.

We understand that a thorough regulatory review is an important and necessary part of this process. We respectfully encourage the relevant authorities to carefully consider the profound positive impact that such strategic enhancements to the rail system can have on businesses like ours, which rely on efficient rail for their very operations, and on the broader national economy.

"Recycling for the future now"

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Joel Frank
Ferrous Manager
W Silver Recycling Inc
jfrank@wsilverrecycling.com

915-207-2758

cc: Member Schultz
Member Hedlund


Silver
"Recycling for the future now"

9/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, W&S Steel products is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At W&S Steel products, we transport steel coils to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that W&S Steel products has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tony Knox
General manager
W&S Steel products
170 Jackson RD

Berlin NJ 08009

tony@wandssteelproducts.com

cc: Member Schultz
Member Hedlund

146 US Hwy 63S Bypass/PO Box 1130
Warren, AR 71671
870-226-3000

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Warren Timbers is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Warren Timbers, we transport Southern Yellow Pine lumber and timbers to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Warren Timbers has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Matthew Anderson
Sales Manager
Warren Timbers
Matthew@warrentimbers.com

cc: Member Schultz
Member Hedlund

[10/26/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Wasatch Storage and Rail is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Wasatch Storage and Rail, we assist transport and storage solutions for every industry we can. We are hoping to grow our efforts with this merger and assist in storage solutions for other industries needing storage solutions if this merger were to take place. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Wasatch Storage and Rail has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Maggie Knight
Owner
Wasatch Storage and Rail
Phone: (385) 441-2518

Email: wasatchstorageandrail@gmail.com

cc: Member Schultz
Member Hedlund

9/22/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Washington Penn Plastic Co., Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Washington Penn, we transport compounded polyolefin compounds to markets throughout North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Washington Penn has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Ross

Michael Ross

Sr. Purchasing and Distribution Manager
Washington Penn Plastic Co., Inc.

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, WE Soda Wyoming LP recognizes the importance of efficient, reliable and cost-effective rail service to meet our customers' needs and ensure the safe and timely delivery of our products. WE Soda transports soda ash and other sodium-based products to markets throughout the world, and the American freight rail network is a critical part of our supply chain. Reliable rail service allows us to move large volumes efficiently and sustainably, which supports both our customers and the broader U.S. economy.

We understand that rail networks must continue to receive new investments and commitments for growth and innovation so that shippers like us can continue to grow our operations and effectively serve our customers.

From our perspective as a shipper, the proposed combination of Union Pacific and Norfolk Southern could create opportunities for meaningful improvements in service. These may include:

- **Improved Service Reliability:** A more integrated network has the potential to provide greater flexibility by reducing interchanges, giving the railroad more options to reroute around disruptions, and improving equipment and crew utilization—all of which support more consistent and reliable service for shippers; and

- **Reduced Transit Times:** By reducing interchanges where rail cars are handed off, the combination could shorten transit times and allow us to deliver products to customers more quickly.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger could have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective.

Sincerely,

Oguz Erkan
President & Chief Executive Officer
WE Soda Wyoming LP

cc: Member Schultz
Member Hedlund

10/14/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Weaver Bulk LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Weaver, we transport unpopped popcorn to markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Weaver has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Luke Burke
Global Logistics Manager
Weaver Bulk LLC
luke.burke@popweaver.com

815 980 6390

cc: Member Schultz
Member Hedlund


WEAVER
POPCORN

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Welspun Tubular is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of line pipes for Oil and Gas Industry and ensure the safe, timely delivery of our products across the country. At Welspun Tubular, we transport line pipes to markets across North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Welspun Tubular has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and strategic partner like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mihir Desai

Mihir Desai
Director Supply Chain
Welspun Tubular LLC
E-mail: Mihir_desai@welspun.com

Phone:+1-501-301-8837

cc: Member Schultz
Member Hedlund

WERNER | WE KEEP AMERICA MOVING®

September 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Werner Enterprises is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. As a leading truckload and intermodal company, Werner Enterprises understands firsthand that the American freight rail network is critical to our supply chain. We also recognize that continued investment and innovation in rail will allow us to continue to grow and drive efficient and sustainable transportation solutions to our customers.

We believe that the proposed merger will enhance competition and yield significant benefits for customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new markets.

We are optimistic that the proposed merger will not only drive improved service and efficiency but will also lead to additional innovation and a streamlined customer experience.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Nathan Browne
Nathan Browne (Sep 8, 2025 12:57:07 EDT)

Nathan Browne
Senior Vice President – Intermodal & Final Mile

Werner Enterprises, Inc,
615 S. Ware Boulevard
Tampa, FL 33619
Email: nbrowne@werner.com

cc: Member Schultz
Member Hedlund

STB Letter of Support

Final Audit Report 2025-09-08

Created:	2025-09-08
By:	Louise Westlake (lwestlake@werner.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA_BtTaXT7SOQj-iHjYYrA-H2mM0iYmYDZ

"STB Letter of Support" History

Document created by Louise Westlake (lwestlake@werner.com)
2025-09-08 - 4:51:51 PM GMT- IP address: 163.116.147.134

Document emailed to nbrowne@werner.com for signature
2025-09-08 - 4:52:18 PM GMT

Email viewed by nbrowne@werner.com
2025-09-08 - 4:56:38 PM GMT- IP address: 104.47.73.126

Signer nbrowne@werner.com entered name at signing as Nathan Browne
2025-09-08 - 4:57:05 PM GMT- IP address: 163.116.250.174

Nathan Browne (nbrowne@werner.com) has agreed to the terms of use and to do business electronically with Werner Enterprises, Inc.
2025-09-08 - 4:57:07 PM GMT- IP address: 163.116.250.174

Document e-signed by Nathan Browne (nbrowne@werner.com)
Signature Date: 2025-09-08 - 4:57:07 PM GMT - Time Source: server- IP address: 163.116.250.174

Agreement completed.
2025-09-08 - 4:57:07 PM GMT

885 West Georgia Street
Suite 1500
Vancouver, B.C.
Canada V6C 3E8
WestFraser.com

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, West Fraser is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At West Fraser, we transport building products to global markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that West Fraser has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Matt Tobin
Sr Vice President, Sales and Marketing
West Fraser
matt.tobin@westfraser.com

cc: Member Schultz
Member Hedlund

WEST-CON

WESTERN CONSOLIDATED COOPERATIVE

10/09/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Western Consolidated Cooperative is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Western Consolidated Cooperative , we transport agricultural commodities to markets *nationwide and then onto the rest of the world*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Western Consolidated Cooperative has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

520 County Road 9 • Holloway, MN 56249 • (320) 394-2171 • 1-800-368-3310

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Paul D Mattson
CEO
Western Consolidated Cooperative
Holloway, MN 56249

cc: Member Schultz
Member Hedlund

WESTERN PROPPANTS
A DIETZLER COMPANY

[11/05/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Western Proppants is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of the the oil and gas industry, and our customers and ensure the safe, timely delivery of our products across the country. At Western Proppants, we sand and aggregate materials to markets all oil and gas producing areas in the US. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Western Proppants has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and basins faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

WESTERN PROPPANTS
A DIETZLER COMPANY

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Alec Cortez
Director – BD

Western Proppants

cc: Member Schultz
Member Hedlund

P.O. Box 29 Watonga, OK 73772 580.623.7223

22 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Wheeler Brothers Grain Co. has been a customer of the Union Pacific for many years. I'm not quite old enough to remember exactly when we started our relationship as our company was founded in 1917 and remains family owned. However, I know that 40 years ago, our company purchased a shortline railroad that interchanges with the Union Pacific for further transport of our grain to export facilities and to domestic mills.

In the past 20 years, the percentage of world wheat trade from the United States has declined significantly. This makes trade with domestic end users much more important for our company. The UP / NS merger would allow us to trade more easily and more economically into the eastern domestic markets.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific rail shippers.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and on the broader economy.

P.O. Box 29 Watonga, OK 73772 580.623.7223

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Best regards,

Ladd Lafferty
President
Wheeler Brothers Grain Co.
P.O. Box 29
Watonga, OK 73772
(mobile) 580-614-1455
(office) 580-623-7223

cc: Member Schultz
Member Hedlund

10/8/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Wheelhouse Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Wheelhouse Logistics, we transport manufactured goods to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Wheelhouse Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

WHEELHOUSE
LOGISTICS

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Jenkins
General Manager
Wheelhouse Logistics
Michael@WheelhouseLogistics.com

cc: Member Schultz
Member Hedlund

WILDCAT MIDSTREAM
UTAH WAH BY RAIL

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Wildcat Midstream is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of refinery customers and ensure the safe, timely delivery of our products across the country. Wildcat Midstream transports natural petroleum wax, and time is of the essence during transportation. The wax is loaded in railcars as a liquid and if transport times are too long, the wax will solidify. This requires the application of a substantial amount of energy, in the form of steam, to reheat the wax. This results in increased CO2 emissions and increased labor costs and other inefficiencies. Nationwide reduction in transport times as foreseen by the merger will expand the domestic markets available to Wildcat Midstream. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Wildcat Midstream has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more refinery customers, and our producer customers in the Uinta Basin in Northeast Utah, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

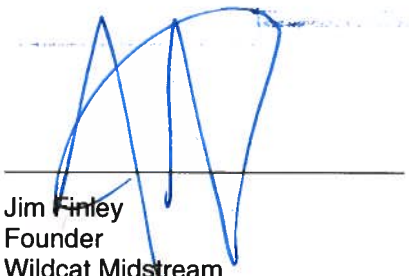
WILDCAT MIDSTREAM
UTAH WAX BY RAIL

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Environmental Impact**: These efficiencies will result in less energy consumption, less CO2 and other emissions.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jim Finley
Founder
Wildcat Midstream
817-233-7784 (cell)
jim@finleyresources.com

cc: Member Schultz
Member Hedlund

9/24/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, Wilkinson Gary Iron & Metal, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At WGIM, we transport recyclable materials such as scrap steel to markets across the United States and ultimately the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that WGIM has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Conner Wilkinson
CFO
Wilkinson Gary Iron & Metal, Inc.
(956)337-9414

cc: Member Schultz
Member Hedlund

WILLBANKS METALS

1155 NE 28th Street
Fort Worth, Texas 76106
Phone 817.625.6161
www.willbanksmetals.com

November 5, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

Willbanks Metals, Inc. writes in support of the proposed merger between Union Pacific and Norfolk Southern. We are a **consignee**—not a shipper—and have been a Union Pacific customer for roughly **a year and a half**. In that time, we have been **well-pleased with UP's service quality and responsiveness**. Our facility is **dual-served**, and while we value the competition that dual service brings, we consistently receive **better service from Union Pacific** at our location. We also understand that, as part of this combination, **UP will pick up several of our shippers**, which we expect will streamline inbound flows to our site.

Our business depends on efficient, reliable, and cost-effective rail service to meet customer commitments and keep supply chains moving safely. We handle steel coils from our domestic producers, and dependable rail transportation is essential to maintaining inventory balance, production cadence, and downstream customer service.

From our perspective as a consignee, this merger offers clear, practical benefits:

- **Improved reliability at the dock:** A more integrated network and coordinated operations should reduce variability, bunching, and missed switches, helping us plan labor and staging more effectively.
- **Faster cycle times:** Fewer interchanges and better end-to-end coordination can **cut days from transit**, lowering our inventory carrying costs and improving order responsiveness.
- **Expanded commercial reach:** With **more of our shippers on the combined network**, we anticipate simpler routings and fewer handoffs, reducing exceptions and claims risk.
- **Stronger investment platform:** A larger, financially resilient carrier should be better positioned to invest in infrastructure, technology, and equipment that enhance **capacity, safety, and service**.

We recognize the importance of the Board's review and the need to preserve competition where it matters. From our vantage point, the transaction—as proposed—**supports service reliability while maintaining competitive discipline** at our location, and it offers tangible benefits to consignees like us.

Thank you for considering our experience and perspective. We look forward to continued partnership and the enhanced service we expect this merger to deliver.

Sincerely,



Kyle McKillip
CFO
Willbanks Metals, Inc.
kyle.mckillip@willbanksmetals.com

cc: Member Michelle A. Schultz; Member Karen J. Hedlund

October 20th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Oatey / William Harvey Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Oatey / William Harvey Company we transport essential plumbing supplies to markets locally, nation wider, and in many international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Oatey / William Harvey Company has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Wendy Sheibal

“Your strength will be in keeping calm and showing trust.” Isaiah 30:15 NWT

Materials Supervisor
rsheibal@wmharvey.com | Mobile: 402.360.1354

Oatey Co. | 4334 South 67th Street | Omaha, NE 68117 | 800.228.9681 | www.oatey.com

cc: Member Schultz
Member Hedlund

WINDSTAR

20333 State Highway 249, Suite 400
Houston Texas 77070

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Windstar LPG, Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Windstar, we transport propane, butane, diesel and gasoline to markets in the US and in Mexico. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Windstar has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers and consumers that we serve in the US and Mexico, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Reduce Cost:** The combined railroad will better challenge trucking and rail competitor freight cost as well as promote efficiency and reduce cost to benefit the consumers.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

WINDSTAR

20333 State Highway 249, Suite 400
Houston Texas 77070

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Daniel Tabora
Vice President
Windstar LPG, Inc.
daniel.tabora@windstarlpg.com
713-726-6320
20333 State Highway 249, Suite 400
Houston, Texas 77379

cc: Member Schultz
Member Hedlund

PURIS™

Friday, September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, World Food Processing, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of contracted producers and food manufacturer customers and ensure the safe, timely delivery of our products across the country. At World Food Processing, LLC , we transport Non Genetically Modified whole soybeans and Organic soybeans to markets across the U.S. as well as internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that World Food Processing, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and their customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more food manufacturers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Jordan Atchison
President
World Food Processing, LLC
jatchison@purisfoods.com

319-551-9210 (mobile)

cc: Member Schultz
Member Hedlund

PURIS™

Sept 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Yatai Fabrication Solutions Inc is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our solar energy customers and ensure the safe, timely delivery of our products across the country. At Yatai Fabrication Solutions Inc, we transport steel coils and solar tracker components to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Yatai Fabrication Solutions Inc has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more our customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Sheng Bi
Director
Yatai Fabrication Solutions Inc
510-585-8608

cc: Member Schultz
Member Hedlund

Z&P Lumber LLC

10/27/25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Z&P Lumber Company LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Z&P, we transport Lumber, Plywood and OSB to markets in the United States. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Z&P Lumber has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Z&P Lumber LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Casey Garland
Member
Z&P Lumber Company LLC

casey@zp-lumber.com

(725) 318-0245

ZINC NACIONAL

21/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, Zinc Nacional is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and consumers and ensure the safe, timely delivery of our products across the country. At Zinc Nacional, we transport Zinc Oxide and Tired Zinc Sulfate for different industries such as Agriculture, Feed Grade, Chemicals, Ceramic, Paint, Rubber & Tire among others to markets in the USA and rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Zinc Nacional has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

ZINC NACIONAL

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Benito González
Supply Chain Sr. Manager
Zinc Nacional
+521810635837

cc: Member Schultz
Member Hedlund

September 30, 2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Logística Simplificada SAPI de CV (Estación Zincamex) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and partners and ensure the safe, timely delivery of our products across the country. At Logística Simplificada, we transport industrial raw materials, solid fuels, chemicals, and finished goods to markets nationwide and, increasingly, into export corridors serving North America. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our customers, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Logística Simplificada (Estación Zincamex) has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our existing customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Navarro
CEO
Logística Simplificada SAPI de CV (Estación Zincamex)
dnavarro@zincamex.com

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

09/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term customer of Union Pacific, ZXP Technologies is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of all our customers in the lubricant industry. Our need is for a timely and safe delivery of our products into our plant. At ZXP Technologies, we transport base oil, additive and Finished lubricants to manufacture lubricants in various product types. Our customers are the main distributors in the industry, Shell, Exxon, Bp. Chevron, and SK. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that ZXP Technologies has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

(INSERT LOGO HERE)

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Michael Mireles
VP of Blending and Packaged Products
ZXP Technologies
832-758-2650

cc: Member Schultz
Member Hedlund

Zylstra Commodities
230 Park St.
Grinnell, IA 50112

9/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Zylstra commodities is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Zylstra commodities, we transport raw materials for further processing into animal feeds to markets worldwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Zylstra Commodities has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Zylstra Commodities
230 Park St.
Grinnell, IA 50112

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Benjamin Zylstra

Zylstra commodities

ben@zylstraexpress.com

cc: Member Schultz
Member Hedlund

Docusign Envelope ID: 7B97227E-4FB8-4706-BCA2-34D9B962A4C7

5 M Legacy Properties LLC

125 Valley Springs Court

Hempstead, TX 77445

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Hempstead, Texas, Waller County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of local citizens of Hempstead and Waller County, Texas, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring—connecting our communities regionally, nationally and across the globe.

Sincerely,

DocuSigned by:
Melissa Hegemeyer
CB15CD319CA04E6...

Melissa Hegemeyer

cc: Member Schultz
Member Hedlund

Nov. 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a former U.S. Army general officer and a national security expert, I am writing to share my recently published opinion piece, *"Strengthening America's Defense Starts with Stronger Rail,"* which appeared in Stars and Stripes. I am submitting this op-ed for the Surface Transportation Board's consideration during its review of the merger between Union Pacific (UP) and Norfolk Southern (NS).

This merger will significantly enhance the preparedness and strength of the U.S. military. Through the creation of our country's first true transcontinental railroad, the unification of UP and NS stands to reduce bottlenecks and increase the speed and reliability of the enormous logistical demands of military readiness. A more expanded rail network would increase the Department of Defense's ability to transport essential military equipment, vehicles, and materials from base to base with greater security and speed.

This merger's impact extends beyond defense, as well. A unified coast-to-coast rail system would bolster our domestic supply chain, reduce dependence on importing foreign goods, and support key pillars of America's national security, including manufacturing and energy. By supporting investments in a more connected rail network, we can strengthen our country's economy and reinforce a better logistical transport system that will support our military's ability to quickly respond in a crisis.

I believe the op-ed provides an important perspective in the debate surrounding the merger of UP and NS and highlights its vital role in facilitating both our national security posture and overall economy.

Please find a copy of the published piece attached. Thank you for your time and continued leadership in analyzing how this merger can benefit the American public and strengthen our country's ability to defend itself.

Sincerely,
James "Spider" Marks
Major General, US Army retired
Head, Geopolitical Strategy, Academy Securities

STARS AND STRIPES

Strengthening America's defense starts with stronger rail

By JAMES "SPIDER" MARKS
SPECIAL TO STARS AND STRIPES • August 14, 2025

The foundation of any great military power extends beyond weaponry and manpower. Good old-fashioned logistics — how we move things — is just as essential to a prepared, competitive and modern military.

From Eisenhower's Red Ball Express in World War II to today's defense supply chains, the ability to move materials swiftly and reliably across vast stretches is integral to our national security. That is why the merger of Union Pacific and Norfolk Southern, which will create America's first transcontinental railroad, would be a gamechanger, reshaping our domestic supply chain and revitalizing our national defense capabilities.

For the first time in U.S. history, a single freight railroad with a unified organizational structured enhancing situational awareness and speed of decision making, will connect the Pacific and Atlantic coasts with uninterrupted service, linking dozens of key military facilities, defense manufacturers and ports along the way. That means faster, more reliable logistics — and a more agile, responsive military force. This merger would directly and positively impact our military force readiness.

Further, the merger is an opportunity to reknit the physical infrastructure that holds together our defense industrial base, our strategic supply chains, and our ability to surge when crisis strikes.

Currently, America's rail network is fragmented. The country has six major Class I freight railroads, operating in geographically segmented regions. That means railcars traveling from one coast to the other must switch carriers at mid-route interchanges, where the end of one company's network meets the beginning of another. Interchanges can delay scheduled shipments by days and tie a knot in precise, sequential and on-time logistical requirements. In peace, that's a costly inefficiency. In war, that's fatal.

For the Department of Defense, which relies heavily on rail for the transport of vehicles, fuel, ammunition and other equipment, inefficiencies in the system can put lives at risk. In any large-scale mobilization, military equipment must travel long distances from inland installations to coastal ports for deployment abroad. That movement cannot happen at the necessary speed or scale if the nation's rail network is a patchwork of handoffs and bottlenecks.

Other countries have recognized the economic and security benefits of a unified rail network spanning the length of a nation and connecting its critical ports and hubs. Albeit not a model of efficiency, Russia's state-owned Trans-Siberian Railway was completed over a 100 years ago (1916) and stretches from Moscow to Vladivostok in Russia's far east, making it the world's longest single track. The Canadian Pacific Railway similarly spans Canada and dips down into parts of the U.S. Mexico is also investing heavily in national rail projects to connect key ports and assets, as are Brazil, Peru and others. The U.S. is an economic powerhouse. It is time for the U.S. to reclaim its leadership position in this critical industry.

In an era of escalating competition among global powers, particularly China, the resilience of our domestic supply chains is a matter of national defense. The pandemic and recent shipping crises exposed how vulnerable America is to dependence on overseas supply chains and relies too heavily on just-in-time imports. A unified coast-to-coast rail network strengthens our ability to produce and transport strategic goods at home — from steel and semiconductors to critical minerals and energy.

The merger would also establish a rail network with the scale to effectively compete with trucking, which dominates domestic freight but relies on publicly funded highways that are aging and increasingly congested. Unlike trucking, rail is less vulnerable to labor shortages as well as conditions such as weather and road conditions. In a national emergency, rail can be prioritized, secured more easily, and provide essential goods and services to lean into a crisis and better create the conditions for a more effective transition from crisis to a new normal.

With news of the merger out, Union Pacific and Norfolk Southern will now turn their attention to building their merger application for the Surface Transportation Board, the federal agency responsible for reviewing rail mergers. The companies will need to prove that their merger serves the public interest.

To date, the companies have pledged to preserve unionized jobs, improve efficiency for shippers, and invest in new infrastructure. But their case rests on something even bigger: America's ability to defend itself — both abroad and at home. It is intuitively obvious to the casual observer that this merger ensures and accelerates that objective.

James "Spider" Marks, a retired U.S. Army major general, was the senior intelligence officer for the 2003 liberation of Iraq and the former commanding general of the U.S. Army Intelligence Center. He currently serves as the director of geo-political intelligence for Academy Securities, a New York-based veteran-owned bank.

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chief Executive Officer of Advance Southwest Iowa Corporation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy—safely moving the goods that power our industries, sustain our farmers, and connect our communities to markets across the nation and around the world. Union Pacific has long been an essential transportation partner for Iowa, providing efficient, reliable, and cost-effective service that enables both large and small businesses to thrive.

The American freight rail network is not only critical to economic growth but also one of the most sustainable modes of transportation available—reducing highway congestion, fuel consumption, and emissions while keeping our economy moving efficiently.

The proposed merger represents a unique opportunity to strengthen this network and deliver measurable benefits for shippers, consumers, and communities alike, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will enhance schedule dependability and reduce the risk of service disruptions.
- **Reduced Transit Times:** Eliminating certain interchange points will accelerate the movement of goods, helping businesses reach customers faster and compete more effectively.
- **Increased Investment:** A stronger, transcontinental rail system will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Market Reach:** The broader geographic footprint will open new markets for Iowa's products and strengthen supply chain resilience across the country.

This merger is about far more than railroads—it is about securing the future of America's transportation network, supporting long-term economic development, and ensuring that U.S. freight rail remains a global leader in efficiency, sustainability, and innovation.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the transformative benefits it offers to our state, our region, and the national economy.

Regards,
Paula Hazlewood
Paula D. Hazlewood, CEO
Advance Southwest Iowa Corporation

cc: Member Schultz
Member Hedlund

4800 Fredericksburg Rd., Suite 200SL
San Antonio, TX 78229
(210) 208-9400

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

November 11, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of the AG3 Group, LLC, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. San Antonio, Texas currently has a population of 1.5 million and is expected to add 1 million more by 2040. UPRR connects San Antonio to markets across the US and Canada, and positioned as a gateway to Mexico, San Antonio relies on UPRR for cross-border trade via Eagle Pass and Laredo. This is why it is important to have a healthy rail network in San Antonio and across the country.

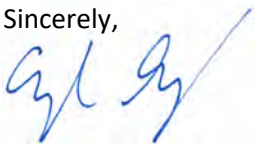
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Ayda Gonzalez, PE

cc: Member Schultz
Member Hedlund

AKSARBEN FOUNDATION™

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Aksarben Foundation, I have the privilege of working alongside business and community leaders across Nebraska who depend on strong infrastructure to support growth. Reliable rail service is especially vital to our state's economy. From agriculture to manufacturing, from rural communities to urban centers, rail connects our producers and businesses to national and global markets.

The proposed Union Pacific–Norfolk Southern merger represents an opportunity to strengthen these connections and deliver long-term benefits to the communities we serve. By creating faster, more dependable service, reducing congestion, and expanding market reach, this merger will ensure that Nebraska businesses remain competitive in a changing economy. Importantly, the continued investment in rail infrastructure also means safer operations, quality jobs, and stronger opportunities for the next generation.

On behalf of the Aksarben Foundation, I respectfully urge the Surface Transportation Board to approve this merger. Doing so will secure the efficiencies, investments, and opportunities needed to help our communities thrive, not only across Nebraska, but throughout the country.

Sincerely,

Sandra Reding
President
Aksarben Foundation

cc: Member Schultz
Member Hedlund

A L A B A M A
H O U S E O F R E P R E S E N T A T I V E S

11 S. UNION STREET, MONTGOMERY ALABAMA 36130

REP. JAMIE KIEL
DISTRICT 18
14696 HIGHWAY 43
RUSSELLVILLE, ALABAMA 35653

STATE HOUSE: 334-261-0521
CELL: 256-810-1247
EMAIL: jamiekiel@me.com

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: <u>Comments on Proposed Union Pacific and Norfolk Southern Merger</u>

Dear Chairman Fuchs:

As a State Representative for Alabama House District 18, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Jamie Kiel

Jamie Kiel
Alabama State Representative
House District 18

cc: Member Schultz
Member Hedlund

Alabama
House of Representatives

Rep. Russell Bedsole
District 49
1134 County Services Dr.
Pelham, AL 35124

District Phone: (205) 620-6610
Email: russell.bedsole @alhouse.gov

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Chairman Fuchs and Members Schultz and Hedlund:
As the State Representative for Alabama House District 49, a region heavily reliant on efficient national rail connectivity, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Reliable freight rail service is not just a commercial matter in my district; it is an essential artery for our local economy, businesses, and the employment of hard working Alabamians.

This proposed merger represents a transformative opportunity. The creation of a unified, single-line coast-to-coast network is expected to deliver faster, more reliable service by eliminating the need for interchanges, particularly at key congestion points like Chicago. This reduction in congestion will directly benefit the producers and manufacturers in Alabama by reducing transit times and inventory costs, thereby enhancing their competitiveness on a national and global scale.

Furthermore, the commitment to continued investment in rail infrastructure—promised by a more efficient, financially stronger combined entity—will enhance both network capacity and safety within our state. This investment supports high-quality jobs and helps ensure our community remains a vital hub in a growing American economy.

On behalf of my constituents, I respectfully urge the Surface Transportation Board to approve this merger. This is a strategic opportunity to streamline our nation's supply chain and unlock significant efficiencies, investments, and economic growth.

Sincerely,

Russell Bedsole

Russell Bedsole
Alabama State Representative, District 49

ALABAMA
HOUSE OF REPRESENTATIVES
11 SOUTH UNION STREET, MONTGOMERY, ALABAMA 36130

REP. REED INGRAM
DISTRICT 75
4356 HAYNEVILLE RIDGE ROAD
MATHEWS, ALABAMA 36052

STATE HOUSE: 334-261-0507
CELL: 334-399-6819
EMAIL: reedingram75@gmail.com

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative for House District 75, covering Elmore and Montgomery Counties, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Representative Reed Ingram

cc: Member Schultz
Member Hedlund

ALABAMA
HOUSE OF REPRESENTATIVES

11 SOUTH UNION STREET, MONTGOMERY, ALABAMA 36130

REP. STEVE CLOUSE
DISTRICT 93
POST OFFICE BOX 818
OZARK, ALABAMA 36381

STATE HOUSE: 334-261-0488
DISTRICT PHONE: 334-774-7384
EMAIL: steve.clouse@alhouse.gov

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Chairman of the Transportation, Utilities and Infrastructure Committee in the Alabama House of Representatives, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our state relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole state would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for states like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Steve Clouse

Steve Clouse

cc: Member Schultz
Member Hedlund

ALABAMA
HOUSE OF REPRESENTATIVES

11 S. UNION STREET, MONTGOMERY ALABAMA 36130

REP. CHRIS PRINGLE
DISTRICT 101
4 PRINCESS ANNE ROAD
MOBILE, ALABAMA 36608

DISTRICT: 251-208-5480
CELL: 251-604-3357
EMAIL: chrispringle@southerntimberlands.com

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in Mobile County, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Chris Pringle

cc: Member Schultz
Member Hedlund

ALABAMA STATE SENATE

ALABAMA

GERALD ALLEN

STATE SENATOR 21ST DISTRICT
TUSCALOOSA & PICKENS

State House Office
11 South Union Street, Suite 729
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COMMITTEES
Transportation & Energy, Chairman
Children & Youth Healthcare
Confirmations
Finance & Taxation Education, Vice Chair
Rules
State Governmental Affairs

Interim Committee:
Energy Council
Joint Legislative Transportation
Athletic Agents Commission
Joint Legislative Committee on Energy

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in West Alabama, reliable rail service is essential for our local economy, businesses and residents. As a former state representative and current state senator reliable rail services provide and ensures the corporate dominance of the district that I represent and impacts the lively hood of my constituents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy. Tuscaloosa is the economic engine of West Alabama this merger would only foster further growth and opportunities.

On behalf of Senate District 21, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Gerald Allen
Senator, District 21

GA/bw

ALABAMA STATE SENATE

Senate Minority Leader
Alabama State House
11 South Union St. - Room 740
Montgomery, Alabama 36130-4600
OFFICE: 334.261.0335

Bobby D. Singleton
State Senator 24th District
P.O. Box 574
Greensboro, AL 36744

COMMITTEES:
Agriculture & Conservation
Banking & Insurance
Confirmations
Finance & Taxation Education
Judiciary
Tourism

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Black Counties of Alabama, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the citizens of Senate District 24, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Bobby Singleton

Bobby Singleton
Senate Minority Leader, SD24

cc: Member Schultz
Member Hedlund

ALABAMA STATE SENATE
ALABAMA STATE HOUSE
SOUTH UNION STREET, 7TH FLOOR
MONTGOMERY, ALABAMA 36130-4600
334.261.0858

STEVE LIVINGSTON
SENATE MAJORITY LEADER
STATE SENATOR - DISTRICT 8
DISTRICT OFFICE:
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SCOTTSBORO, ALABAMA 35768
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COMMITTEES:
VICE CHAIR RULES
VICE CHAIR LOCAL LEGISLATION
FINANCE AND TAXATION, GENERAL FUND
AGRICULTURE, CONSERVATION AND FORESTRY
BANKING AND INSURANCE
TRANSPORTATION AND ENERGY
TOURISM
LEGISLATIVE COUNSEL

November 5, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Mr. Fuchs:

As the State Senator serving Jackson, DeKalb, and Madison Counties in Northeast Alabama, a region deeply tied to the movement of freight and manufacturing, I recognize the important role that freight rail plays in supporting our local economy, businesses, and residents. Reliable and efficient rail service is critical for connecting our industries to broader markets and ensuring that our agricultural and manufactured goods reach customers across the nation.

Throughout North Alabama, rail lines serve as a lifeline for key industries such as automotive manufacturing, timber, and energy production. Our region's location near the Tennessee River and the growing industrial corridor from Huntsville to Chattanooga makes rail infrastructure particularly vital. Continued investment in modern, reliable rail service is essential to sustaining this growth and keeping our economy competitive.

The proposed Union Pacific–Norfolk Southern merger has the potential to further strengthen this network by offering more direct routes, expanding geographic reach, and encouraging much-needed investment in rail infrastructure and technology. Businesses in our region that depend on timely freight shipments could benefit from greater service reliability, enhanced supply chain efficiency, and improved access to national and international markets.

With thoughtful planning and oversight, this merger could enhance service dependability, support local businesses, and create new opportunities for infrastructure investment and job growth across our region.I respectfully urge the Surface Transportation Board to carefully consider this proposal — balancing the opportunities it presents for communities like ours with the need to ensure fair, safe, and sustainable rail service both regionally and nationally.

Sincerely,

Steve Livingston
Majority Leader
Alabama State Senate
District 8

Albia Industrial Development Corporation

Bates Building 1 Benton Avenue West Albia, Iowa 52531
Tel. (614) 932-7233 E-mail : albia.industrial@gmail.com
www.albia.com

Oct. 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Proposed Merger Between Union Pacific and Norfolk Southern Will Benefit Communities

Dear Chairman Fuchs,

Many communities across Iowa rely heavily on the manufacturing jobs that sustain our local economies. Just as importantly, manufacturers and other industries rely on our communities — and the hardworking Iowans who power them. Both depend on efficient, reliable transportation to stay connected to the rest of the country. That's why I was encouraged to learn about the proposed merger between Union Pacific and Norfolk Southern.

As Executive Director of the Albia Industrial Development Corporation, I've had the opportunity to work with numerous communities throughout Southeast Iowa, as well as with a broad range of industrial partners. Rail service plays a critical role in supporting not only our local industries, but throughout our region as well. It ensures the reliable movement of goods, which in turn helps employers grow, create jobs, and strengthen the communities they operate in.

Improved rail efficiency means improved business operations. The proposed merger has the potential to significantly enhance rail service, offering real benefits not just for Iowa, but for communities nationwide. With better access to new markets and a stronger transportation network, industries can expand with greater confidence. Additionally, robust rail infrastructure is often a key factor when companies choose where to locate — making it a vital asset for communities seeking to attract new investment.

On behalf of the Albia Industrial Development Corporation, I encourage the Surface Transportation Board to approve this merger. It presents a meaningful opportunity to positively impact smaller communities across the country, and I believe it's a step worth taking.

Sincerely,

Dan Tometich
Executive Director
Albia Industrial Development Corporation

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The Albina Vision Trust is a community-driven non-profit 501(c)(3) created to buy back land, rebuild Lower Albina, and re-root Black legacies and Black futures in the heart of Portland, Oregon's central city.

Railroads and mergers are not our expertise, so I cannot speak directly about this merger. What I can say is that Union Pacific is an important community stakeholder and partner in our work to rebuild Lower Albina. Union Pacific has been engaged in our visioning and planning conversations, taken the time to learn and engage with our team, and has provided grant support to advance our work.

On behalf of the Albina Vision Trust, I respectfully ask the Surface Transportation Board to consider the positive impact of Union Pacific on our work.

Sincerely,

Winta Yohannes
Executive Director

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Almond Alliance, I write to express our support for the proposed merger between Union Pacific Railroad (UP) and Norfolk Southern Railway (NS) to create America's first transcontinental railroad. This combination represents a historic opportunity to strengthen the nation's freight rail system, improve supply chain reliability, and enhance market access for agricultural producers across the country—particularly those in California's Central Valley.

Freight rail is a cornerstone of California's agricultural economy. Union Pacific has long been a critical transportation partner for almond growers, processors, and exporters—safely and efficiently moving our products to domestic and international markets. California almonds are a globally traded commodity, and dependable rail service is essential to maintaining our industry's competitiveness in a challenging export environment marked by rising costs, port congestion, and evolving global logistics.

The proposed merger promises several key benefits for shippers, consumers, and rural communities, including:

- Improved service reliability through more direct routes and greater operational flexibility that can prevent disruptions and improve schedule dependability.
- Reduced transit times by eliminating certain interchanges, helping California agricultural products reach customers faster and more competitively.
- Increased investment in modern infrastructure, advanced technology, and enhanced safety systems to support long-term service improvements.
- Expanded market reach across 43 states and over 50,000 route miles, opening new domestic and export opportunities for California's almond industry and strengthening supply chain resilience.

The Almond Alliance believes this merger has the potential to deliver tangible economic benefits for producers, processors, and communities throughout the Western United States. We encourage the Surface Transportation Board to give the proposal full and fair consideration and to recognize the importance of efficient, reliable, and sustainable rail service to the continued vitality of American agriculture.

Thank you for the opportunity to comment. Please feel free to contact me should you have any questions or wish to discuss our support further.

Sincerely,



Alexi Rodriguez
President & CEO
Almond Alliance of California

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Union Pacific (UP) – the company President Abraham Lincoln founded through the Pacific Railway Act – has the opportunity to extend his vision of uniting the nation by rail by merging with Norfolk Southern (NS) to create the only coast-to-coast rail network under a single carrier. In my recent op-ed in *RealClear Markets*, I discuss the benefits of this partnership that would connect more than 50,000 route miles across 43 states and link nearly 100 ports, improving efficiency and strengthening our energy supply chains.

UP primarily serves the western United States, while NS operates in the east. Merging the two would enable petroleum products and manufactured goods to move seamlessly from the Gulf Coast to eastern markets and ports on a single rail line, eliminating costly and time-consuming handoffs. For U.S. manufacturers, including petrochemical producers, the impacts will be profound.

For example, Texas and Louisiana produce 80 percent of the nation's petrochemical supply, with Texas's yearly shipments valued at $120 billion alone. Many of these products currently depart or travel through the heavily congested port of Houston, slowing delivery times and increasing costs for manufacturers and consumers. Redirecting some of this traffic to eastern ports through a unified rail network would ease congestion, expand capacity, and strengthen export channels - resulting in improved reliability and lower prices for local businesses and their customers.

A combined network would also reduce inefficiencies in long-distance freight shipping. Rail cars often switch carriers mid-route, causing delays and adding unnecessary costs. Streamlining operations through a single carrier would improve transit times, lower expenses, and ensure faster, more reliable delivery of essential fuels and goods.

Concerns that a merger might reduce competition are unfounded. The recently merged Canadian Pacific–Kansas City Southern line is currently the only transcontinental carrier. A UP–NS merger would create a second, fostering healthy competition along East-West routes and expanding choices for shippers.

I believe this op-ed contributes meaningfully to the broader discussion surrounding the merger and provides a thoughtful analysis of why it should be approved. Please find a copy of the published piece attached.

Sincerely,
Kristen Walker
Policy Analyst, American Consumer Institute

cc:

Member Michelle Schultz
Member Karen Hedlund

RealClear Markets

Union Pacific/Norfolk Southern Will Be An Energy, Prosperity Boost

By Kristen Walker
October 07, 2025

Abraham Lincoln's vision of uniting the country by rail came to fruition a handful of years after his death. Now, Union Pacific (UP)—the company Lincoln created upon signing the Pacific Railway Act—once again has the chance to continue this legacy by incorporating Norfolk Southern's (NS) rail system into its network to become the only coast to coast carrier. A network that originally bound the nation together by revolutionizing mobility, trade, commerce, and economic development could further strengthen energy supply chains by improving efficiency.

The acquisition would connect more than 50,000 route miles across 43 states and link approximately 100 ports. The energy sector will greatly benefit.

UP operates predominantly to the west of the Mississippi River, NS to the east. Merging the two would allow petroleum products and manufactured goods to move from production centers along the Gulf Coast directly to eastern markets and ports on a single rail line, eliminating costly and time-consuming handoffs.

Texas is the top chemical producing state in the U.S., with shipments valued at close to $120 billion. Together with Louisiana, the two states produce 80 percent of the nation's primary petrochemical supply.

The Gulf Coast region is also one of the world's leading exporters of oil, natural gas, and other petrochemical products (plastics, fertilizers, detergents, lubricants, paint, pharmaceuticals, and many other everyday items) that depart from the heavily congested port of Houston. Shifting some of the workload eastward to other ports via one rail service would relieve some of the burden while simultaneously boosting capacity.

Shipping freight throughout the continental U.S. demands solid logistics. Rail cars traveling great distances often pass through more than one rail carrier and must undergo interchanges, which are complex processes that involve proficient maneuvering and extra resources. Not always seamless, shipments may experience delays due to congestion or bottlenecking; sometimes they are misplaced. Reducing the number of rail carriers and opening new routes will streamline operations, allow for quicker transit times, and lower transportation expenses. Essential fuels and products consumers rely on will be delivered more quickly at cheaper rates.

More efficient and cost-effective delivery methods will entice companies to utilize the rail system more often than the trucking industry, currently the predominant mode of freight transportation. The reduction in trucking means less rigs on the highways which decreases traffic, the deterioration of roads, and air pollution.

Government forecasters expect truck traffic to grow almost three to four times as fast as car traffic over the next three decades. Already tight in most metropolitan areas, the additional vehicles will continue clogging highways and neighborhoods. Making rail a more attractive hauling option could alleviate some of this stress.

Switching more freight from truck to rail will also decrease environmental harm. A truck axle carrying 18,000 pounds may be only 9 times heavier than a 2,000-pound automobile axle but does 5,000 times more road damage. More than three percent of all carbon dioxide emissions

come from long-haul trucks; per ton-mile, emissions from trucking are eight times those from rail.

Despite concerns that the merger will negatively impact competition and cause price hikes, uniting the two rail carriers would enhance it, especially along East-West routes, by creating a second transcontinental operation with extensive scale and reach. The recently merged Canadian Pacific—Kansas City Southern railway is the only route serving East to West; providing an alternative carrier forces both to compete for customers.

The petrochemical industry stands to flourish with additional trade, not only here but abroad. As global demand rises for petroleum-based derivatives, improved rail connectivity would help the U.S. maintain its edge over international competitors.

The ultimate winners are the consumers who rely on quick and affordable delivery of thousands of goods to effectively run businesses and/or households. Improving the shipping process while reducing costs will boost the former and enhance the latter.

As "The Great Uniter" Abraham Lincoln can take great pride in bringing the two coasts together by rail. He would marvel at strengthening the railroad he signed into law and its potential to further unleash global connectivity and prosperity.

AMES REGIONAL ECONOMIC Alliance

515.232.2310 • AmesAlliance.com

304 Main Street
Ames, Iowa 50010

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Ames Regional Economic Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

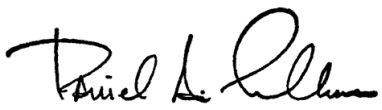
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Dan Culhane, President & CEO, Ames Regional Economic Alliance

cc: Member Schultz
Member Hedlund

ANAHEIM CHAMBER OF COMMERCE

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the President and Chief Executive Officer of the Anaheim Chamber of Commerce, representing the largest city in Orange County and one of the most economically diverse communities in Southern California, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.

Anaheim is home to a broad spectrum of industries—manufacturing, food and beverage production, logistics, theme park suppliers, construction materials, aerospace-adjacent firms, and a robust small-business ecosystem. Many of these sectors depend directly on freight rail service to access regional, national, and global markets. In our industrial districts, numerous warehouses and production facilities rely on rail-served loading docks and rail spurs to efficiently receive raw materials and ship outbound goods. Reliable rail access is not only vital to these businesses; it is central to sustaining thousands of jobs and supporting the economic backbone of our city.

Freight rail remains one of the most critical pieces of the economic infrastructure in California. It enables workers, farmers, manufacturers, and distributors to move goods efficiently, cost-effectively, and sustainably. Union Pacific has long been an essential partner for Anaheim's business community, providing dependable service that reduces highway congestion and lowers emissions through cleaner and more efficient freight movement.

The proposed merger presents a unique opportunity to strengthen this vital transportation network. By improving network fluidity, expanding capacity, and enhancing intermodal connectivity, the merger has the potential to support Anaheim's industrial sector, improve supply chain reliability, and increase competitiveness for businesses that depend on rail transport. The benefits would extend well beyond our city—supporting economic development across Orange County, the State of California, and the broader national economy.

ANAHEIM CHAMBER OF COMMERCE

This merger is ultimately about more than rail operations. It is about securing the long-term health of America's freight system, supporting growth in diverse communities, and ensuring that major economic hubs like Anaheim retain efficient, competitive transportation options in an increasingly global marketplace.

For these reasons, I respectfully urge the Surface Transportation Board to provide full and favorable consideration to the proposed Union Pacific–Norfolk Southern merger.

Sincerely,



Dara Maleki
President & CEO
Anaheim Chamber of Commerce

cc: Member Schultz
Member Hedlund

P.O. Box 130
10655 Antrim Church Road
Greencastle, Pennsylvania 17225

Phone: (717) 597-3818
Fax: (717) 597-4257
Website: www.twp.antrim.pa.us

October 14, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Township Administrator of Antrim Township, I, as well as our Board of Supervisors, are keenly aware of the vital role that reliable rail service plays in supporting our local economy, businesses and residents and it is a necessity for the sake of public safety.

We have a relatively large, intermodal facility sitting in our Township, and we would love to see the facility utilized, especially if it can help with the traffic issues that we experience on a regular basis because of Interstate 81. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion (especially along the Interstate 81 corridor) and expanded market reach for our businesses and residents. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Antrim Township, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Chris Ardinger
Administrator/Roadmaster

cc: Member Schultz
Member Hedlund
Antrim Township Board of Supervisors

ARCADIA LAKES

Seven Lakes. One Town.

October 28, 2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a member of the Arcadia Lakes Town Council, I write in strong support of the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). This merger represents an important investment in the future of American transportation – and one with far-reaching benefits for the state of South Carolina.

Elected officials across our state are closely following how this merger could advance both environmental and safety goals within our transportation infrastructure. By increasing rail capacity and connectivity, we can shift more freight from trucks to trains – an improvement that carries significant environmental and safety advantages. A single intermodal train can remove up to 550 trucks from our nation's congested highways, paving the way for a cleaner, more sustainable future.

The safety benefits are equally compelling. Heavy truck traffic poses a serious hazard on South Carolina's roads, where there have been 599 fatalities involving large trucks since the beginning of 2021. Transitioning more freight to rail can help reduce these numbers: truck-related deaths are 5.7 times higher than those involving rail, and trucking injuries occur at roughly 17 times the rate of rail transport. Simply put, fewer trucks on our roads mean safer highways and healthier communities.

The Midlands – including the Columbia metropolitan area – is a significant contributor to South Carolina's position as a national leader in automotive manufacturing, as well as in chemical, plastic, and rubber product manufacturing. Conveniently located between the Port of Charleston and Inland Port Greer, the Midlands is strategically positioned for continued economic expansion.

A more efficient, integrated rail network made possibly by the UP-NS merger will enhance this growth, enabling smoother and faster freight movement between key state ports. South Carolina

ARCADIA LAKES

Seven Lakes. One Town.

already moves more than 60 million tons of goods by rail each year, and this merger will help strengthen the Midlands' role in that vital production network.

I respectfully urge the Surface Transportation Board to approve the merger between Union Pacific and Norfolk Southern. Beyond transforming the future of rail transportation in America, this partnership will help states like South Carolina expand their economies, strengthen domestic supply chains, and build a more sustainable, secure foundation for future growth.

Sincerely,

Janet Holland

Janet Holland
Councilwoman of Arcadia Lakes

ARKANSAS STATE CHAMBER OF COMMERCE
ASSOCIATED INDUSTRIES OF ARKANSAS

Business matters.

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the state of Arkansas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Arkansas businesses and employees, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Randy Zook
President/CEO
Arkansas State Chamber

cc: Member Schultz
Member Hedlund

1200 W. Capitol Ave. | P.O. Box 3645 | Little Rock, AR 72203-3645 | 501-372-2222 | Fax 501-372-2722 | www.arkansasstatechamber.com

REPRESENTATIVE
Carol Dalby
10 Brookside Drive
Texarkana, Arkansas 71854

870-772-1255 Residence
carol.dalby@arkansashouse.org

DISTRICT 100

Counties:
Part Miller

COMMITTEES:

Chairperson,
Judiciary
Insurance and Commerce
Rules

Legislative Joint Auditing Committee

STATE OF ARKANSAS

House of Representatives

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 East Street, S.W.
Washington, DC 20423

Dear Chairman Fuchs:

Rail has always been an integral part of Texarkana's identity, and it continues to play a crucial role in connecting our businesses and communities with the rest of the country. Having served Texarkana and southwest Arkansas for many years, I recognize that our region thrives when we have infrastructure that supports business owners.

The proposed merger between Union Pacific and Norfolk Southern aligns perfectly with these objectives. It would offer more reliable service, increased capacity, and new opportunities for employers in southwest Arkansas.

Texarkana is located at a vital crossroads, and I have worked in the legislature on measures to enhance interstate commerce and improve Arkansas's transportation networks. I understand that our community's economic growth depends on these improvements. Better rail access can significantly contribute to reaching these goals.

This merger will enable small businesses, farmers, and manufacturers to compete more effectively while also making our region more appealing to new industries searching for reliable logistics. It is not about consolidation for its own sake; it is about building the infrastructure that supports jobs, strengthens supply chains, and allows Arkansas families to thrive.

For these reasons, I respectfully urge the approval of the Union Pacific–Norfolk Southern merger.

Sincerely,

Carol Dalby

Carol Dalby
State Representative
District 100

CD/vs

REPRESENTATIVE
Jon Milligan
300 County Road 803
Lake City, Arkansas 72437
870-219-1261 Cell
jonmilligan@ymail.com

DISTRICT: 33
Counties:
Part Craighead
Part Mississippi

COMMITTEES:
Vice Chairperson,
Public Transportation
City, County and Local Affairs
Joint Committee on Public Retirement
and Social Security Programs
Joint Budget

STATE OF ARKANSAS

House of Representatives

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

I am writing to strongly support the proposed merger between Union Pacific and Norfolk Southern. This partnership represents a significant step forward in enhancing rail connectivity and promoting economic growth, offering substantial benefits for communities and employers throughout Northeast Arkansas, the Mid-South region, and working-class communities nationwide.

Our region relies heavily on freight rail to support key industries, including agriculture and food processing, as well as manufacturing and steel production. Major employers, such as Frito-Lay, depend on reliable rail access to move goods efficiently and cost-effectively. Recent investments in rail-connected industrial parks and storage yards in Jonesboro highlight the strong link between our economic growth and rail performance capacity.

The merger will significantly enhance the foundation by better connecting east–west and north–south routes. This means less congestion and more reliable service. With these improvements, it will be easier for current employers to expand and for new businesses and investments to enter our region. Beyond the economic benefits, the combined system will also promote more energy-efficient freight movement, cutting the red tape and streamlining operations throughout our state.

The same optimism has been echoed across the country, and this merger will not only maintain our current economic trajectory but also accelerate it, ensuring continued growth for years to come.

Sincerely,

Jon Milligan
State Representative
District 33

JM/ss

REPRESENTATIVE
Jay Richardson
P.O. Box 4403
Fort Smith, Arkansas 72914

jay.richardson@arkansashouse.org

DISTRICT 49

Counties:
Part Sebastian

COMMITTEES:

Public Health, Welfare and Labor
Insurance and Commerce
House Management

Alternate,
Joint Committee on Public Retirement and Social Security Programs

1st Alternate,
Arkansas Legislative Council

2nd Alternate,
Joint Budget

STATE OF ARKANSAS

House of Representatives

October 7, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As an elected official serving the Arkansas River Valley, I have witnessed firsthand the importance of rail connections to the success of our communities. The River Valley is a true rail hub, and a region built on hard work, manufacturing, and trade. Our ability to move goods efficiently determines how well our families and businesses can prosper.

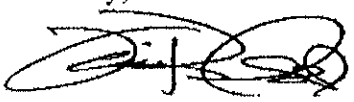
During my time in the legislature, I have supported workforce development initiatives that equip Arkansans for success. These efforts show a simple truth: our people succeed when industry can expand. The proposed merger between Union Pacific and Norfolk Southern would strengthen that infrastructure, giving Arkansas employers more room to grow.

Union Pacific has already demonstrated its commitment to our state through investment and jobs, while Norfolk Southern brings complementary reach and service. Together, their merger would improve freight capacity and dependability in my community, directly supporting businesses of all sizes.

As Arkansas continues to position itself as a logistics hub, we must support measures that provide our people with opportunities to win and businesses with the competitive edge to grow. This merger isn't just about consolidation; it is designed to ensure that workers, business owners, and manufacturers can utilize a transportation system that serves their interests.

For these reasons, I respectfully urge approval of the Union Pacific–Norfolk Southern merger.

Sincerely,



Jay Richardson
State Representative
District 49

JR/mjs

REPRESENTATIVE
Kenneth B. Ferguson
P.O. Box 5661
Pine Bluff, Arkansas 71611
870-413-8942 Cell
kenneth.ferguson@arkansashouse.org

DISTRICT: 64
Counties:
Part Desha
Part Jefferson
Part Lincoln

COMMITTEES:
Public Health, Welfare and Labor
Insurance and Commerce
Alternate,
Joint Committee on Military and Veterans Affairs
Rules
Legislative Joint Auditing Committee

STATE OF ARKANSAS

House of Representatives

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

I strongly support the proposed merger between Union Pacific and Norfolk Southern. This partnership represents not only a strategic advancement for our national freight network but also an opportunity to strengthen the economic foundation of Arkansas and the communities I represent with pride.

In Pine Bluff and throughout Jefferson County, the rail industry is more than just an economic driver—it is an integral part of our story. For generations, Union Pacific has provided stable, well-paying jobs, supported small businesses, and connected Arkansas products to markets nationwide. The company's long-standing presence in our region highlights the resilience and determination of our people. This merger presents an opportunity to build upon that legacy.

Looking ahead, this merger has the potential to revitalize the core industries that define our region. Pine Bluff's economy heavily depends on efficient rail services for timber, paper, logistics, and steel fabrication, which are essential for quick access to materials and markets. By enhancing Union Pacific's network through this merger, we could see faster turnaround times, increased investments in local facilities, and greater confidence from companies considering expansion and hiring in southeast Arkansas.

I respectfully ask the Board to consider the approval of this merger to help ensure that the people of my district, along with all Arkansans, continue to advance along the tracks of growth and progress.

Sincerely,

Kenneth B. Ferguson

Kenneth B. Ferguson
State Representative
District 64

KBF/jc

REPRESENTATIVE
Tracy Steele
Post Office Box 9267
North Little Rock, Arkansas 72119
501-580-9514 Cell
sensteele@yahoo.com

DISTRICT: 72
Counties:
Part Pulaski

COMMITTEES:
Public Transportation
Agriculture, Forestry and Economic Development
Alternate,
Joint Committee on Public Retirement and Social Security Programs

STATE OF ARKANSAS

House of Representatives

November 6, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

From large-scale agriculture in the southeast to high-tech commerce in the northwest, Arkansas relies on robust transportation systems to connect our economy to markets nationwide. During my time in public service, I have witnessed how infrastructure choices impact Arkansans' lives—from putting food on the table to scaling businesses beyond brick and mortar. Reliable rail services are fundamental to this work, and the Union Pacific and Norfolk Southern merger presents a chance to enhance and reinforce them, connecting the system from coast to coast.

By combining resources, this deal will modernize rail operations, alleviate congestion, and reduce costs for shippers, unlocking nearly $3 billion in efficiencies. For Arkansas, this translates to improved access to both national and international markets for energy producers, manufacturers, and farmers–the bread and butter of the Arkansas economy–all while opening the door to new opportunities for private investment, offering more stability for job creators, and encouraging long-term growth in our communities.

This merger will enable Arkansans to reap benefits through reduced costs that can be poured right back into our businesses with the necessary tools for growth and expansion, which will contribute to the sustained strength of our economy. Having collaborated with Arkansas business leaders, policymakers, and community stakeholders throughout my career, I recognize the kinds of deals that make sense, and an enhanced rail network not only transcends mere transportation, but it is fundamentally linked to economic competitiveness.

For these reasons, I respectfully urge your support for this merger and the economic promise it holds for the people of Arkansas.

Sincerely,

Tracy Steele

Tracy Steele
State Representative
District 72

REPRESENTATIVE
Dolly Henley
P.O. Box 128
Washington, Arkansas 71862

870-703-4826 Cell
dolly.henley@arkansashouse.org

DISTRICT 88

Counties:
Hempstead
Part Howard
Part Miller

COMMITTEES:

Public Health, Welfare and Labor
Aging, Children and Youth, and Legislative Affairs
Alternate,
Joint Committee on Energy

1st Alternate,
Arkansas Legislative Council

STATE OF ARKANSAS

House of Representatives

October 7, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

Living in South Arkansas, I truly understand how essential infrastructure is for our rural communities. It is not something to take for granted. In towns across my district, families and businesses rely on dependable transportation to bring agricultural products to market, attract new industries, and create good-paying jobs.

Education, civic engagement, and community development are my priorities, and our state depends on them. My work in the legislature has focused on supporting those who often do not have their voices heard. However, policies only succeed if the necessary infrastructure is in place to make things possible. Union Pacific knows that, and their merger with Norfolk Southern would benefit our community by expanding on the infrastructure that makes things possible in my backyard and across the country.

Union Pacific has long been a trusted partner in our state, investing in jobs and infrastructure. Norfolk Southern's reliable track record truly speaks for itself, making it a wonderful addition. When their merger happens, it would benefit supply chains, ease bottlenecks, and give rural Arkansas a better chance to shine on a bigger stage.

This merger is about more than efficiency—it is about creating opportunities for our communities to grow and thrive. With improved freight service, we can support existing employers and attract new ones, ensuring a stronger future for families in South Arkansas.

For these reasons, I respectfully urge approval of the Union Pacific–Norfolk Southern merger.

Sincerely,

Dolly Henley

Dolly Henley
State Representative
District 88

DH/jc

2 October, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As Chairman of the Arkansas House Transportation Committee, I have always focused on making sure that transportation benefits not just industry, but also the wonderful people and communities that rely on it every day. That's why I am glad to support the proposed Union Pacific and Norfolk Southern merger, which I believe will bring real and positive benefits to Arkansas families, workers, and businesses.

Here in Jefferson County, we see firsthand how rail is more than just a means of moving freight—it is a lifeline for local jobs and community growth. In White Hall and Pine Bluff, the rail hub has created opportunities for small businesses, supported our farmers and foresters, and strengthened the manufacturing base that keeps our region competitive. These advancements have been achieved not by chance, but through strategic investments that have established Arkansas as a crucial connection within the United States' rail network.

The proposed merger builds on this progress by bringing greater efficiency, reliability, and connectivity to our state's rail network. For Arkansas shippers, this results in reduced costs and improved market access. For workers, it provides stability in industries that have historically supported our local economy. For communities throughout the state, it signifies ongoing growth that benefits families and promotes shared prosperity.

During my tenure as Transportation Chairman, I have observed that improving our transportation systems also enhances our communities. This merger embodies that principle, serving as an investment not only in infrastructure like tracks and trains but also in the livelihoods of Arkansans dependent on them.

For these reasons, I sincerely and firmly urge you to approve this merger, as I believe it will benefit both the people of Arkansas and the nation overall.

Sincerely,
Rep. Mike Holcomb
Arkansas House of Representatives

JAMIE SCOTT

SENATOR
12TH DISTRICT
(501) 398-2961
jamie.scott@senate.ar.gov

POST OFFICE BOX 630
NORTH LITTLE ROCK, ARKANSAS 72115

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
JOINT PERFORMANCE REVIEW

MEMBER:
TRANSPORTATION, TECHNOLOGY & LEGISLATIVE AFFAIRS
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT
LEGISLATIVE JOINT AUDITING

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Enclosed please find copies of letters I recently sent to members of Arkansas's congressional delegation in support of the proposed merger under review by the board.

I respectfully submit this letter for inclusion in the public docket so that the views I shared with our delegation are also available to the Surface Transportation Board as you evaluate this important matter.

Thank you for your consideration and for your ongoing efforts to maintain a competitive, reliable rail system that supports both Arkansas and the nation.

Sincerely,

Jamie Scott
State Senator
District 12

ENCLOSURES

cc: The Honorable Michelle A. Schultz, Board Member
The Honorable Karen J. Hedlund, Board Member

JAMIE SCOTT

SENATOR
12TH DISTRICT
(501) 398-2961
jamie.scott@senate.ar.gov

POST OFFICE BOX 630
NORTH LITTLE ROCK, ARKANSAS 72115

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
JOINT PERFORMANCE REVIEW

MEMBER:
TRANSPORTATION, TECHNOLOGY & LEGISLATIVE AFFAIRS
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT
LEGISLATIVE JOINT AUDITING

September 19, 2025

The Honorable French Hill
United States Congressman
1533 Longworth House Office Building
Washington, D.C. 20515

Dear Congressman Hill:

I am writing to show my support for the proposed merger between Union Pacific and Norfolk Southern, which will bring benefits to the people of Arkansas. As a lifelong North Little Rock resident and a public servant, I have observed how Union Pacific has bolstered our community and created chances for families. The North Little Rock railyard has historically been an economic hub, offering reliable employment, aiding small businesses, and promoting regional growth. I appreciate Union Pacific's ongoing involvement and dedication to the State of Arkansas. Union Pacific's investments support our state by generating jobs, supporting industries, and keeping Arkansas connected to both national and international markets.

The proposed merger between Union Pacific and Norfolk Southern offers a chance to expand those economic benefits nationwide. By combining their networks into more than 50,000 miles of track across 43 states, this merger will strengthen supply chains, reduce costs, and open new doors for producers, manufacturers, and small businesses. The result will be greater competitiveness, stronger local economies, and more opportunities for families in North Little Rock, across Arkansas, and beyond.

North Little Rock has experienced the benefits of Union Pacific's strong presence. This merger will help bring those benefits—economic growth, job creation, and access to markets—to communities across the country. I support this merger as an investment in the future prosperity of Arkansas and America.

Sincerely,

Jamie Scott
State Senator
District 12

JAMIE SCOTT

SENATOR
12TH DISTRICT
(501) 398-2961
jamie.scott@senate.ar.gov

POST OFFICE BOX 630
NORTH LITTLE ROCK, ARKANSAS 72115

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
JOINT PERFORMANCE REVIEW

MEMBER:
TRANSPORTATION, TECHNOLOGY & LEGISLATIVE AFFAIRS
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT
LEGISLATIVE JOINT AUDITING

September 19, 2025

The Honorable Tom Cotton
United States Senator
124 Russell Senate Office Building
Washington, D.C. 20510

Dear Senator Cotton:

I am writing to show my support for the proposed merger between Union Pacific and Norfolk Southern, which will bring benefits to the people of Arkansas. As a lifelong North Little Rock resident and a public servant, I have observed how Union Pacific has bolstered our community and created chances for families. The North Little Rock railyard has historically been an economic hub, offering reliable employment, aiding small businesses, and promoting regional growth. I appreciate Union Pacific's ongoing involvement and dedication to the State of Arkansas. Union Pacific's investments support our state by generating jobs, supporting industries, and keeping Arkansas connected to both national and international markets.

The proposed merger between Union Pacific and Norfolk Southern offers a chance to expand those economic benefits nationwide. By combining their networks into more than 50,000 miles of track across 43 states, this merger will strengthen supply chains, reduce costs, and open new doors for producers, manufacturers, and small businesses. The result will be greater competitiveness, stronger local economies, and more opportunities for families in North Little Rock, across Arkansas, and beyond.

North Little Rock has experienced the benefits of Union Pacific's strong presence. This merger will help bring those benefits—economic growth, job creation, and access to markets—to communities across the country. I support this merger as an investment in the future prosperity of Arkansas and America.

Sincerely,

Jamie Scott
State Senator
District 12

JAMIE SCOTT

SENATOR
12TH DISTRICT
(501) 398-2961
jamie.scott@senate.ar.gov

POST OFFICE BOX 630
NORTH LITTLE ROCK, ARKANSAS 72115

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
JOINT PERFORMANCE REVIEW

MEMBER:
TRANSPORTATION, TECHNOLOGY & LEGISLATIVE AFFAIRS
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT
LEGISLATIVE JOINT AUDITING

September 19, 2025

The Honorable John Boozman
United States Senator
555 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Senator Boozman:

I am writing to show my support for the proposed merger between Union Pacific and Norfolk Southern, which will bring benefits to the people of Arkansas. As a lifelong North Little Rock resident and a public servant, I have observed how Union Pacific has bolstered our community and created chances for families. The North Little Rock railyard has historically been an economic hub, offering reliable employment, aiding small businesses, and promoting regional growth. I appreciate Union Pacific's ongoing involvement and dedication to the State of Arkansas. Union Pacific's investments support our state by generating jobs, supporting industries, and keeping Arkansas connected to both national and international markets.

The proposed merger between Union Pacific and Norfolk Southern offers a chance to expand those economic benefits nationwide. By combining their networks into more than 50,000 miles of track across 43 states, this merger will strengthen supply chains, reduce costs, and open new doors for producers, manufacturers, and small businesses. The result will be greater competitiveness, stronger local economies, and more opportunities for families in North Little Rock, across Arkansas, and beyond.

North Little Rock has experienced the benefits of Union Pacific's strong presence. This merger will help bring those benefits—economic growth, job creation, and access to markets—to communities across the country. I support this merger as an investment in the future prosperity of Arkansas and America.

Sincerely,

Jamie Scott
State Senator
District 12

JANE ENGLISH

SENATOR
13TH DISTRICT
(501) 257-7670
jane.english@senate.ar.gov

3 GREAT OAK COURT
NORTH LITTLE ROCK, ARKANSAS 72116

THE SENATE
STATE OF ARKANSAS

CHAIR:
EDUCATION

MEMBER:
CITY, COUNTY, LOCAL AFFAIRS
JOINT PERFORMANCE REVIEW
EFFICIENCY
JOINT BUDGET
ARKANSAS LEGISLATIVE COUNCIL
LEGISLATIVE JOINT AUDITING

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Dear Chairman Fuchs:

I am writing to express my support for the proposed merger between the Union Pacific (UP) and Norfolk Southern (NS) railroad companies. Union Pacific's ongoing investment strategies have demonstrably strengthened the economic vitality of this district and state, underscoring the critical role a reliable railway system plays for communities throughout Arkansas and the country.

Throughout my years in public service, I understand the importance of operating and maintaining resilient transportation systems—from trucking to freight rail—and how this keeps Arkansas competitive and our local businesses thriving. My work in education and workforce development has shown me the importance of connecting students to sustainable career pathways. UP has long been a partner in creating those opportunities, helping Arkansans gain the skills and environment they need to succeed.

Approving this merger will not only strengthen the existing railway network but also signal that Arkansas is prepared for the future—ready to adapt to today's supply chain realities, attract new industries, and invest in the next generation of workers. Thank you for your time and attention to this matter. I respectfully ask you to give the Union Pacific–Norfolk Southern merger every consideration. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Jane English

Jane English
State Senator
District 13

JE:dc

MATT STONE

ASSISTANT PRO TEMPORE
SENATOR
2ND DISTRICT
(870) 818-0750
matt.stone@senate.ar.gov

POST OFFICE BOX 354
CAMDEN, ARKANSAS 71711

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
AGRICULTURE, FORESTRY & ECONOMIC DEVELOPMENT

MEMBER:
TRANSPORTATION, TECHNOLOGY & LEGISLATIVE AFFAIRS
RULES, RESOLUTIONS & MEMORIALS
LEGISLATIVE JOINT AUDITING

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Dear Chairman Fuchs:

I am writing to express my support for the proposed merger between the Union Pacific and Norfolk Southern railroad companies. Rail infrastructure is vital to economic growth and serves as a backbone for regional development, employment, and sustained stability. This proposed merger will offer enhanced reliability in service, increased capacity, and more resilient supply chains.

South Arkansas is experiencing momentum in the timber, forestry, and manufacturing sectors. Weyerhaeuser has recently begun construction on a $500 million Timber Strand facility, which is expected to create around 200 jobs, boost annual production by 10 million cubic feet, and utilize our southern yellow pine and regional fiber resources. To match these investments, we need improved infrastructure, including rail capacity and efficient freight flows. A better-connected rail system would more reliably facilitate the movement of timber, agricultural goods, and manufactured parts, reducing delays, lowering costs, and expanding markets. For residents of Union, Ouachita, Dallas, and Grant counties, this means greater stability, more opportunities, and increased incentives for outside investment.

With this merger, Union Pacific will continue to position southern Arkansas as a logistics and manufacturing hub, making our region more competitive for new industries and jobs. Additionally, this merger can help restore and strengthen commitments to good jobs, vibrant communities, and a stronger economic foundation. Thank you for your time and attention to this matter. I respectfully ask you to give the Union Pacific–Norfolk Southern merger every consideration. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Matt Stone
Assistant Pro Tempore
District 2

MS:dc

JUSTIN BOYD

SENATOR
27TH DISTRICT
(479) 221-5864
justin.boyd@senate.ar.gov

POST OFFICE BOX 2625
FORT SMITH, ARKANSAS 72902

THE SENATE
STATE OF ARKANSAS

VICE CHAIR:
INSURANCE & COMMERCE

CO-VICE CHAIR:
ARKANSAS LEGISLATIVE COUNCIL

MEMBER:
REVENUE & TAXATION
RULES, RESOLUTIONS & MEMORIALS
JOINT RETIREMENT & SOCIAL SECURITY

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Dear Chairman Fuchs:

I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. Rail infrastructure is vital to economic growth and serves as a backbone for development, employment, and sustained stability. This proposed merger will offer enhanced reliability in service, increased capacity, and more resilient supply chains.

As a state senator, I have worked on measures to strengthen Arkansas's economy, including bills that expand workforce training and improve infrastructure investment. With this merger, Union Pacific will continue to position western Arkansas as a logistics and manufacturing hub, making our region more competitive for new industries and jobs. This merger will also create a supportive system for farmers, small businesses, and major employers.

Thank you for your time and attention in this matter. I respectfully ask you to give the Union Pacific–Norfolk Southern merger every consideration. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Justin Boyd
State Senator
District 27

ARKANSAS TRAVELERS
YOUTH FOUNDATION

9/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

Union Pacific has played a direct and positive role in the North Little Rock and Central Arkansas community by providing grants that have greatly benefited hundreds of youth athletes and their families. The company's commitment extends beyond its rail services, weaving itself deeply within the community's fabric.

Union Pacific is more than just a transportation provider; it is an enduring part of our local heritage. For generations, Union Pacific has offered employment, fueled economic growth, and provided opportunities for adventure to countless young Americans. I cherish the vivid memories of trips on the Texas Eagle with my grandparents to San Antonio and see the same wonder in my daughters eyes every Christmas we ride the "Polar Express". Events like the arrival of the 4014 Big Boy locomotive in North Little Rock, which drew large crowds even in adverse weather, highlight the community's enduring affection for trains and underscore their continued significance in American life.

As a stakeholder in Central Arkansas, I advocate strongly for the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger. Reliable rail service is vital for the prosperity of our local economy, businesses, and residents. This merger presents an opportunity to strengthen regional connections and deliver lasting benefits.

The merger is expected to result in faster, more reliable rail service, reduced congestion, and increased market access for local businesses. It also promises ongoing investment in rail infrastructure, which will enhance safety, generate new jobs, and help ensure America's competitiveness in an evolving global economy.

On behalf of the Arkansas Travelers Youth Foundation and the broader community, I respectfully urge the Surface Transportation Board to approve this merger. By doing so, we can seize the advantages, investments, and opportunities it promises—further connecting our communities regionally, nationally, and internationally.

Sincerely,
Lance Restum
Executive Director
Arkansas Travelers Youth Foundation

cc: Member Schultz
Member Hedlund

October 15, 2025

Surface Transportation Board
395 E Street, SW
Washington, DC 20423

RE: Letter of Support for the Union Pacific – Norfolk Southern Agreement Merger

To Whom It May Concern,

On behalf of the Armourdale Renewal Association, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern Corporations. As a community-based organization whose mission is to enhance residents and businesses in the development of a strong and vibrant community, we believe this represents a transformative opportunity for our region. With Armourdale's strategic location in the heart of the country and its deep historical ties to the rail industry, we understand and support the opportunities for infrastructure upgrades, job creation, and expanded intermodal services that can help revitalize industrial corridors and attract new business to our area.

The Armourdale Renewal Association was a recipient of the Union Pacific Community Ties Giving Program in 2024, serving as a catalyst for what it is now known as the Armourdale Artwork Initiative, adding community vitality and revitalization efforts in Armourdale. We strongly support the merger of Union Pacific and Norfolk Southern and look forward to continuing to partner with this new National Railroad transcontinental system to benefit the transportation industry with workforce development, safety, environmental sustainability and community partnerships.

Thank you,

Claudine Sanders

Claudine Sanders | Board President
Armourdale Renewal Association

801 Armourdale Pkwy | Kansas City, KS 66105 | 913.371.5696 | ara@armourdale.org

ARMSTRONG TRAILS

140 N. Grant Ave | Kittanning | PA | 16201
armstrongtrails@gmail.com | 724-968-6852 | www.armstrongtrails.org

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Armstrong, Clarion, Butler, and Westmoreland Counties, Pennsylvania reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure, enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Armstrong Trails, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring, connecting our communities regionally, nationally and across the globe.

Sincerely,

Chris Ziegler

Chris Ziegler
Executive Director

cc: Member Schultz
Member Hedlund

Arrowhead Center, Inc.
PO Box 30001, MSC 700
Las Cruces, NM 88003-8001
Phone (575) 646-6120, FAX (575) 646-7037

September 22, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Interim Chief Executive Officer of Arrowhead Center, Inc., I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Dana DeRego Catron

Digitally signed by Dana DeRego Catron
Date: 2025.09.22 11:54:25 -06'00'

Dana DeRego Catron
Interim Chief Executive Officer

ART ENCOUNTER
MANY WAYS TO SEE

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Midwest (Illinois, Wisconsin) region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Art Encounter, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe. Union Pacific has been an excellent community partner to Art Encounter, and we look forward to continuing to support each other's endeavors and growth opportunities in the coming years.

Sincerely,

Lea Pinsky

Lea Pinsky, Executive Director

cc: Member Schultz
Member Hedlund

ASSOCIATED TAXPAYERS OF IDAHO

FACT FINDERS
(208) 344-5581 (PHONE)
PO BOX 1665, BOISE, IDAHO 83701
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October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Idaho, I recognize that reliable rail service is essential to our state's economy, businesses, and residents. The Associated Taxpayers of Idaho has been a cornerstone of Idaho's tax policy since 1946, and Union Pacific has been an integral part of our economic and transportation landscape even before our founding—actively participating in shaping state tax policy as a valued member of our organization since 1946.

Freight rail is vital to Idaho's economy—safely and efficiently moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been a trusted transportation partner for Idaho businesses, providing reliable and cost-effective service that strengthens our competitiveness. Moreover, America's freight rail system remains one of the most sustainable modes of transportation, helping to reduce highway congestion, fuel consumption, and emissions.

The proposed merger represents a strategic opportunity to modernize and strengthen this network, delivering meaningful benefits for shippers, consumers, and communities nationwide, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will reduce disruptions and improve schedule dependability.
- **Reduced Transit Times:** Streamlined operations and the elimination of certain interchanges will accelerate the movement of goods and enhance supply chain efficiency.
- **Increased Investment:** A unified transcontinental network will be better positioned to invest in modern infrastructure, technology, and enhanced safety systems.
- **Expanded Market Reach:** The broader geographic footprint will open new markets for Idaho's products and bolster national supply chain resilience.

This merger is about more than just railroads—it's about securing the future of America's transportation network, supporting economic growth, and ensuring our freight rail system remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the substantial benefits it will bring to Idaho and to the national economy.

Sincerely,

Miguel Legarreta

Miguel Legarreta
President
Associated Taxpayers of Idaho

cc: Member Schultz
Member Hedlund

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CEO, President, and Superintendent

Adolfo Melara, PhD

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the Southeast and Northeast areas of Houston, as well as in Laredo, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Association for the Advancement of Mexican Americans ("AAMA"), I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Adolfo Melara, PhD
CEO, President, and Superintendent

cc: Member Schultz
Member Hedlund

UNIDOS US AFFILIATE

AAMA is a 501(c)(3) nonprofit organization, Tax ID: 74-1696961.
Please retain this letter as a receipt for your donation.

6001 Gulf Freeway, Bldg E | Houston, Texas 77023 | T: (713) 967-6700 | F: (713) 926-8035 | www.aama.org

ATLANTA CITY COUNCIL

DUSTIN R. HILLIS
COUNCILMEMBER, DISTRICT 9

55 TRINITY AVENUE, S.W.
SECOND FLOOR, EAST
ATLANTA, GEORGIA 30303
DIRECT (404) 330.6044
MAIN (404) 330.6030
FAX (404) 658.7966

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As City Councilmember for Atlanta's District 9, home to Norfolk Southern's Inman Yard, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Humbly submitted,



Dustin Hillis

Councilmember, District 9

Atlanta City Council

ATLANTA CITY COUNCIL

MATT WESTMORELAND
COUNCILMEMBER
POST 2 CITYWIDE

ATLANTA CITY HALL
55 TRINITY AVE SW, SUITE 2900
ATLANTA, GEORGIA 30303

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As an At-Large Member on the Atlanta City Council, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger would further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Matt Westmoreland | Atlanta City Council
Post 2 Citywide
mwestmoreland@atlantaga.gov
404.408.0980 (cell)

State of West Virginia
Office of the Attorney General
John B. McCuskey
Attorney General

State of Nebraska
Office of the Attorney General
Mike Hilgers
Attorney General

November 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Via email

Re: Proposed Merger of Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

The undersigned Attorneys General, on behalf of our respective States, write to express our support of the proposed merger between Union Pacific and Norfolk Southern. We hope the Board will give regulatory approval to the merger in a timely fashion.

America's freight rail system is the envy of the world. Our more than 140,000 miles of freight rail track power the nation's vibrant economy, safely moving raw materials, helping farmers access distant markets, and giving consumers easy and cost-effective access to goods from coast to coast. Freight rail is both economically efficient and environmentally sustainable. America's freight rail ships more six times as many ton-miles of freight each year as the 27 member-states of the European Union *combined.*[1] Indeed, America's railways move more than 5,000 ton-miles of freight per person per year, which is ten times the amount moved in Europe and twenty-five times the amount moved in Japan.[2] This massive volume drives more

[1] Randal O'Toole, *Why the United States Has the Most-Advanced Rail System in the World*, MasterResource (Nov. 5, 2018), https://perma.cc/V75U-XBZG.

[2] *U.S. Freight Rail: The Envy of the World*, TrackRecord (Sept. 8, 2020), https://perma.cc/QL9J-V5GK.

than $230 billion of economic output and supports more than 750,000 good-paying jobs.[3] And even though freight rail accounts for roughly 40% of the long-distance shipping in the United States, it accounts for less than 2% of the transportation-related emissions.[4] It only takes a single gallon of fuel to move one ton of freight nearly 500 miles; thus, on average, freight rail is between three to four times more fuel efficient than trucks.[5] That means freight rail, already "one of the most efficient ways we can move freight,"[6] can "play a significant role in reducing the transportation sector's emissions."[7] Factor in a bevy of technology-driven improvements that are even further reducing emissions and limiting other environmental impacts[8] and it becomes undeniable: There simply is no better combination of economic vitality and environmental sustainability than freight rail.

The merger of Union Pacific and Norfolk Southern will only further strengthen the efficiency, reliability, and effectiveness of our freight rail system. This merger will create the first unified[9] transcontinental railroad, bringing more than 50,000 miles of track under one umbrella, directly connecting 100 North American ports, and expanding operational access to 43 States.[10] By eliminating car touches and interchange delays, even more freight will be moved faster than ever and at a lower cost. The resulting synergies and efficiency gains will also allow for the opening of new routes and an expansion of intermodal services. These improvements are likely to lower supply chain costs for shippers, which ultimately means lower prices for

---

[3] Mary McKeller, *New Report Underscores Massive Impact of U.S. Freight Rail*, GoRail (Mar. 11, 2025), https://perma.cc/BB4M-2VXM.

[4] *Environmental Impact: Rail is the Most-Environmentally-Friendly Way to Move Freight Over Land*, American Short Line and Regional Railroad Association, https://perma.cc/844C-V65A.

[5] *The Environmental Benefits of Moving Freight by Rail*, Association of American Railroads (July 2019), https://perma.cc/SA8V-CDPN.

[6] Alexander Laska, *Freight Rail's Role in a Net-Zero Economy*, Third Way (June 7, 2021), https://perma.cc/H2FW-633Z.

[7] Sohail Husain, *Freight Rail for the 21st Century: Opportunities for Mode Shift to Improve Efficiency and Resiliency: A Route Map for Policymakers*, Eno Center for Transportation (July 31, 2025), https://perma.cc/3KD8-MAQL. Full report available at https://perma.cc/RZ5N-8RFA.

[8] *Freight railroads are decarbonizing their networks*, Association of American Railroads, https://perma.cc/Q7GS-SRVK.

[9] Since the "Golden Spike" was hammered home at Promontory Summit in 1869, America has had a transcontinental rail system. *See* Remarks of Secretary of Transportation Elaine Chao, *150th Anniversary of the Golden Spike Ceremony Marking the Completion of the First Transcontinental Railroad* (May 10, 2019), https://perma.cc/9CE7-DRT8. The proposed merger, however, will "bring about the first transcontinental railroad under one company in the United States." Sohail Husain, *Eno Releases Report on Freight Rail*, Eno Center for Transportation (Aug. 1, 2025), https://perma.cc/NYD9-E79R.

[10] Jim Vena, *The Union Pacific Transcontinental Railroad: Pursuing What's Possible and Making it Happen* (July 29, 2025), https://perma.cc/E8U7-TMV3.

consumers.[11] And it is projected that all this will increase freight rail demand and thus *increase the number of jobs* at the newly-formed company, which is one reason why the nation's largest railroad union has announced its support for the merger.[12] Finally, as demand for freight rail increases, more trucks can be taken off our highways and other roadways, reducing congestion and further lowering emissions.

In short, the proposed merger, like our freight rail system itself, will promote economic growth and environmental sustainability. It will be good for our individual States and for the Nation as a whole. We know that President Trump agrees; when recently asked about the merger plan, he declared that it "sounds good to me."[13] The President's enduring commitment to securing, advancing, and revitalizing America's infrastructure is well-known. It is evident that the proposed merger is consistent with the President's vision of Making (or, in this particular instance, Keeping) America Great.

On behalf of our States, we urge you to give regulatory approval to the proposed merger of Union Pacific and Norfolk Southern.

Sincerely,

Mike Hilgers
Nebraska Attorney General

J.B. McCuskey
West Virginia Attorney General

Chris Carr
Georgia Attorney General

[11] *See* Mario H. Lopez, *Rail Merger Holds Promise for the Economy*, The Fulcrum (Oct. 9, 2025), https://perma.cc/AK2Z-NN55.

[12] *See* Sabrina Valle, *Largest US Rail Union Endorses Union Pacific, Norfolk Southern Merger*, Reuters (Sept. 22, 2025), https://perma.cc/BFD3-BENU.

[13] David Shepardson, *Trump Says Union Pacific Merger With Norfolk Southern 'Sounds Good,'* Reuters (Sept. 19, 2025), https://perma.cc/ET4P-GGQ5.

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September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger,
Docket Number: FD 36873

Dear Chairman Fuchs:

Avenue is proud to be a community stakeholder in Greater Northside of Houston, Texas, where our local economy, businesses and residents depend on reliable rail service for everyday needs. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits for all.

The merger will result in faster, more dependable service, reduced congestion and expanded market reach for our businesses. We believe it is important to invest in rail infrastructure in order to enhance safety, create jobs and ensure our community remains competitive in a growing economy.

On behalf of Avenue Community Development Corporation, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring, connecting our communities regionally, nationally and across the globe.

Sincerely,

Darla Berry
VP Fund Development & Communications

cc: Member Schultz
Member Hedlund

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AVERY COMMUNITY NETWORK – CHEROKEE COUNTY, GA

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a leaders of the Avery Community Network in Cherokee County, Georgia, we understand reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. We are especially heartened by the prospect of reduced congestion with stronger infrastructure in our region which has seen exponential growth in recent years. We believe that less congestion on our roads will protect our community's character that we have known for generations.

The merger promises faster, more dependable service and expanded market reach for our local businesses. It also means continued investment in rail infrastructure in Georgia – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Avery Community Network in Cherokee County, we respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

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DocuSigned by:
karen Craft
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Signed by:
9462970FA992443...

Steve Jaffe
Cindy Jaffe
Karen Craft
Leaders, Avery Community Network – Cherokee County, GA

cc: Member Schultz
Member Hedlund

BARRIO DOGS, INC.

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September 24, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a long-standing resident of Houston's East End and the founder of Barrio Dogs, I've seen firsthand how vital reliable rail service is for our community. The proposed Union Pacific–Norfolk Southern merger isn't just a corporate deal; it's an opportunity to strengthen our local economy and deliver long-term benefits to my neighbors and our businesses.

I believe this merger will bring us faster, more dependable service, which means reduced congestion and expanded market reach for our businesses. It also promises continued investment in our rail infrastructure—something that's vital for enhancing safety, creating jobs, and keeping our community competitive in a growing economy.

On behalf of Barrio Dogs, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring. This is a crucial step for connecting our communities regionally, nationally, and across the globe.

Sincerely,

Gloria Medina Zenteno

Gloria Zenteno
Barrio Dogs Founder & President

cc: Member Schultz
Member Hedlund

P.O. Box 230677 | Houston, TX 77223-0677
info@barriodogs.org | www.barriodogs.org

THE CHAMBER

BASTROP-MOREHOUSE PARISH CHAMBER OF COMMERCE, INC.
110 North Franklin Street • P.O. Box 1175 • Bastrop, Louisiana 71221
318-281-3794 • Fax: 318-281-3781 • www.bastroplacoc.org

October 28, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E. Street, SW
Washington, DC 20423

RE: Letter of Support for the Union Pacific and Norfolk Southern Merger
Docket Number FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Morehouse Parish, Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific-Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits for our area. This merger would help to ensure that our region remains competitive and would help to bolster that connectivity, improve service delivery and even attract further investments in Northeast Louisiana.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also would mean enhanced safety.

On behalf of the Bastrop-Morehouse Chamber of Commerce, I respectfully ask that the Surface Transportation Board approve this merger between Pacific Union and Norfolk Southern so we can take advantage of the efficiencies, investments and opportunities it will bring by connecting communities regionally and nationally.

Sincerely,
Dorothy Ford
Dorothy A. Ford
Executive Director

Cc: Member Schultz
Member Hedlund

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Bay Area Council, representing over 350 major employers across the San Francisco Bay Area, I am writing in support of the proposed merger between Union Pacific and Norfolk Southern.

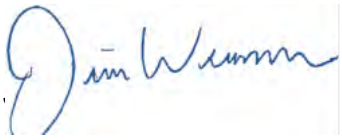
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



President & CEO
Bay Area Council

cc: Member Schultz
Member Hedlund

BAY AREA HOUSTON
Economic Partnership

November 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the Bay Area Houston Economic Partnership, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

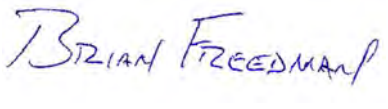
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Brian Freedman
President
Bay Area Houston Economic Partnership

P.O. Box 58724 | Houston | Texas 77258-8724
Voice: 832.536.3255 | Fax: 832.536.3258 | www.bayareahouston.com

35 YEARS OF
BAYTRAN
Bay Area Houston Transportation Partnership

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the Greater Houston-Galveston Bay Area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of BayTran, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Amy Skicki
President & CEO
Bay Area Houston
Transportation Partnership

Ken Fickes
Chairman
Bay Area Houston
Transportation Partnership

cc: Member Schultz
Member Hedlund

September 24, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Bay City Chamber of Commerce and Agriculture, I write to express strong support for the proposed merger between Union Pacific and Norfolk Southern, which stands to deliver meaningful benefits to our region and the broader national economy.

Freight rail is a vital component of the Texas Gulf Coast economy, playing a crucial role in the transportation of agricultural products, industrial goods, and energy resources. Union Pacific has been a longstanding and reliable partner in this effort, providing dependable, cost-effective service that supports the continued growth of businesses in Matagorda County and beyond.

The proposed merger presents a unique opportunity to enhance the efficiency, reach, and resilience of the American freight rail network. Specifically, it will:

Improve Service Reliability through more direct routing and increased operational flexibility, minimizing disruptions and improving consistency in delivery schedules.

Reduce Transit Times by streamlining operations and eliminating key interchange points, allowing goods to reach markets faster and more competitively.

Drive Investment in infrastructure, technology, and safety enhancements that will not only benefit shippers but also strengthen the long-term health of our national supply chain.

Expand Market Access for businesses in rural and coastal communities like ours, opening new economic opportunities and increasing supply chain resilience.

At a time when efficient and sustainable logistics are more critical than ever, this merger represents a forward-thinking investment in the future of freight transportation. It also reflects a shared commitment to innovation, competitiveness, and economic growth across the communities served by these two carriers.

I respectfully urge the Surface Transportation Board to approve this merger. It is a strategic step toward ensuring that American freight rail remains a robust and globally competitive component of our national infrastructure.

Thank you for your consideration.

Sincerely,



Mitch Thames

President & CEO

Bay City Chamber of Commerce and Agriculture

8 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, TX, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Bayou Land Conservancy, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Jill Boullion
Executive Director

cc: Member Schultz
Member Hedlund

Berry, Kessler, Crutchfield, Taylor & Gordon

Attorneys at Law

514 Seventh Street
Moundsville, WV 26041

Rodney T. Berry (1948-2013)
Jeffrey V. Kessler
Diana H. Crutchfield
Steven T. Taylor (Retired)
Eric M. Gordon
Adam E. Barney
Andrea C. Poling

Telephone: (304) 845-2580
Facsimile: (304) 845-9055
Toll Free: (800) 547-8779
Website: bkctg.com
Direct Email: jkessler@bkctg.com

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Northern Panhandle of West Virginia I recognize that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

Therefore, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jeffrey V. Kessler
Former WV Senate President/ Lt. Governor
WV State Senator

cc: Member Schultz
Member Hedlund

Rebeca Clay-Flores
Bexar County Commissioner, Precinct 1

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Bexar County Commissioner of Precinct 1, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Rebeca Clay-Flores

cc: Member Schultz
Member Hedlund

101 W. Nueva, Suite 1009 • San Antonio, Texas 78205-3445 • Office: 210-335-2611

Paul Elizondo Tower
101 W. Nueva Street, Ste. 1019
San Antonio, Texas 78205

Telephone: (210) 335-1326
Facsimile: (210) 335-3390
CountyJudge@bexar.org

PETER SAKAI
BEXAR COUNTY JUDGE

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Bexar County, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. Bexar County's economic growth is strong, and investments from major industry partners such as Toyota and JCB have bolstered our regional manufacturing sector and Texas-Mexico Automotive Supercluster. For this reason it is why it is important to have a healthy rail network in Bexar County and across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Peter Sakai
Bexar County Judge

cc: Member Schultz
Member Hedlund

Big Brothers Big Sisters.
LONE STAR • GREATER HOUSTON

TOGETHER, WE ARE DEFENDERS OF POTENTIAL

1003 Washington Ave.
Houston, TX 77002

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Pierce Bush
CEO

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President

September 29, 2025

The Honorable Martin J. Oberman, Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Dear Chairman Oberman:

As a long-standing community partner in Houston, Texas, Big Brothers Big Sisters is deeply invested in the economic vitality and connectivity of the communities we serve. A strong and reliable transportation infrastructure is essential to ensuring opportunity reaches every corner of our region—especially for the families and youth who depend on it.

The proposed merger between Union Pacific and Norfolk Southern represents an important opportunity to enhance the resilience and efficiency of our national rail system. We believe this merger can deliver meaningful benefits—improved service reliability, reduced congestion, and broader market access for local businesses. It also paves the way for continued investment in critical rail infrastructure, which will support job creation, enhance public safety, and help our communities remain competitive in a rapidly evolving economy.

At Big Brothers Big Sisters, we work every day to build connections that empower young people to achieve their full potential. We view this merger as a similar investment in connection—linking communities, businesses, and opportunities across the country and beyond.

We respectfully urge the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger. The long-term benefits of a stronger, more integrated rail network will help ensure our communities thrive—today and for generations to come.

Sincerely,



Pierce Bush
Big Brother, Donor, and CEO

Big Sandy Museum
115 E. Gilmer Street
PO Box 220
Big Sandy, TX 75755

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community which owes our existence to railroads which are now operated by Union Pacific, East Texas depends upon reliable rail service for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

On behalf of the Big Sandy Museum and our significant relationship with Union Pacific and its local history, I respectfully ask the Surface Transportation Board to approve this merger so our community can take advantage of the efficiencies, investments and opportunities it will bring,

Sincerely,

James Philp
Big Sandy Museum President

Big Shoulders Fund®

November 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As a community leader in the Chicago metropolitan region with a service area that includes schools in both the Chicago region and Northwest Indiana, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

Since 1995, Union Pacific Foundation has been a loyal and steadfast supporter of Big Shoulders Fund, our schools, and the students we serve. Union Pacific and its employees have given their time, talent and treasure to help our schools thrive and ensure our students are able to receive a quality, values-based education that sets them up for success both inside and outside of the classroom. One of the most significant ways they have done this has been through their investment in our STEM initiatives, Extended Day programs, and capital improvements. These resources have provided much-needed support to our network of 90 schools and the nearly 25,000 students – 80 percent of whom identify as a person of color and nearly 70 percent whom live at below the poverty level — impacting not only our students, but their families and the communities in which they live. Our mission also benefits Union Pacific employees who serve as mentors, volunteers at our service days, and so much more! Union Pacific is a partner who believes and invests in the communities they serve.

On behalf of Union Pacific, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Joshua D. Hale
President & Chief Executive Officer

CC: Member Schultz
Member Hedlund

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Chair of the Birmingham City Council's Transportation & Infrastructure Committee and the City Councilor for District 5, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Birmingham City Council, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

If additional information is required, please do not hesitate to contact me.

Sincerely,

Dr. Darrell, D. O'Quinn
Chair of Transportation & Infrastructure Committee
Councilor, District 5

Darrell B. O'Quinn, President, District 5 | Wardine T. Alexander, President Pro Tempore, District 7
Clinton P. Woods, District 1 | Hunter Williams, District 2 | Valerie A. Abbott, District 3 | J. T. Moore, Dist | Crystal N. Smitherman, Esq., Dist | Carol E. Clarke, District 8 | LaTon A. Tate, District 9
Cheryl A. Kidd, Council Administra | Jeffery McDaniels, Deputy Council Administrato

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman - Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Honorable Fuchs,

On behalf of the Boone County Chamber of Commerce, I am writing in strong support of the proposed merger between Union Pacific and Norfolk Southern. Boone, Iowa is a proud railroad community, home to one of Union Pacific's most critical rail yards in the region. Our city also hosts a major office hub employing nearly 600 people, serving as a center for administrative operations, rail management, and the safe movement of goods across the country.

For Boone County, freight rail is not just about transportation, it is about people, jobs, and opportunity. Rail supports our local farmers, manufacturers, and small businesses by providing the reliable and cost-effective connections they need to grow. Union Pacific has long been a trusted partner in that mission, and this proposed merger represents a historic step forward to strengthening the network for our community and our state.

The merger will bring meaningful, long-term benefits for Boone County and rural Iowa:

- **Better Service for Local Businesses**: More direct routes and improved reliability will help Boone County companies reach their customers with greater efficiency.
- **Faster Shipping for Farmers and Producers**: Reduced transit times mean our agriculture and manufacturing products can move more affordably and competitively to market.
- **Investment in the Future**: The merged railroad will be better positioned to modernize infrastructure, adopt new technology, and enhance safety for the people who live and work here.
- **Expanded Opportunities**: Stronger connections to the East Coast and global markets will open new doors for Iowa products, reinforcing Boone County's role as a hub for logistics and economic development.

For our families, this means more job opportunities, stronger businesses, and a healthier local economy that sustains future generations. For our community, it means preserving Boone's proud railroad heritage while ensuring that we remain a vital part of America's transportation backbone. For these reasons, we respectfully urge the Surface Transportation Board to approve this historic partnership and the benefits it will deliver to the people we serve.

Thank You for all you do to build up our rural regions like Boone County, IA!

Jennifer Hanson
Executive Director

Boone County Chamber- Growing County & Community since 1908
903 Story Street | Boone IA | 515-432-3342
www.BooneCountyChamber.com

BOONE COUNTY IA ECONOMIC GROWTH CORPORATION

September 22nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Boone County Economic Growth Corporation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Ottie Maxey

cc: Member Schultz
Member Hedlund

BORDER INDUSTRIAL ASSOCIATION

THE BORDER INDUSTRIAL ASSOCIATION
1300 Country Club Ste A., Santa Teresa New Mexico, 88008
Ph: (575) 589-2200 Fax: (575) 589-5212

September 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of the Border Industrial Association, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This is important because as a member-based organization that advocates for more industrial development along New Mexico's border with Mexico the benefits of the proposed merger would further help our region grow as an international logistics hub.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jerry Pacheco
President/CEO
The Border Industrial Association

cc: Member Schultz
Member Hedlund

Borough of Chambersburg

A full service municipality in Franklin County
celebrating over 65 years of consumer owned natural gas service
over 120 years of community electric and a
regional wastewater, water, and municipal solid waste utility

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The Borough of Chambersburg agrees that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the elected officials of the Borough of Chambersburg, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

BOROUGH OF CHAMBERSBURG

Allen B. Coffman,
President of Council

cc: Member Schultz
Member Hedlund

100 S. 2nd Street, Chambersburg, Pennsylvania 17201-2512
Telephone (717) 264-5151 • Fax (717) 264-0224 http://www.chambersburgpa.gov

Borough of Greencastle

60 NORTH WASHINGTON STREET · GREENCASTLE, PENNSYLVANIA 17225-1230 · PHONE (717) 597-7143 · FAX (717) 597-1022

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of the Borough of Greencastle in Franklin County, Pennsylvania, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific-Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

The Greencastle community is experiencing heavy truck traffic being adjacent to Interstate - 81. Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Benjamin Thomas, Jr. - Mayor

cc: Member Schultz
Member Hedlund

BOSO FORENSICS PLLC
322 Turnpike Rd Ste 202
Summersville WV 26651
(681) 355-2675

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Having served as the West Virginia Senate Chairman of the Committees on Energy, Industry and Mining, Transportation and Infrastructure, and Government Organization during my five-session tenure as the Senator for the 11th, I understand the vital importance reliable rail service plays in our nation's economy and the impact it has on local communities. As a professional civil engineer, the opportunities the "Permanent Way", our nation's railway infrastructure, has in enhancing safety on the motoring public through reduced truck traffic and reducing environmental impacts as seen in new highway transportation infrastructure will be realized.

The proposed Union Pacific and Norfolk Southern merger promises to have positive impact on communities through faster, more dependable service, reduced highway congestion and expanded market reach for American businesses. Additionally, this merger means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our American community remains competitive in a growing global economy.

Therefore, Chairman Fuchs, it is for these reasons and more that I, on behalf of Norfolk Southern, respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Thank you, in advance, for your assistance.

Respectfully,

Boso Forensics PLLC

Gregory L. Boso, P.E., D.F.E.
President

cc: Member Schultz
Member Hedlund
Senator Capito
Senator Justice

ns letter of support - up merger

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Lisa Johnson
President/CEO

Bossier Chamber of Commerce

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Northwest Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Union Pacific, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Lisa Johnson
President / CEO

cc: Member Schultz
Member Hedlund

Accredited Chamber
U.S. Chamber of Commerce

BOUCHARD
COMMUNICATIONS GROUP

November 7, 205

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of Bouchard Communications Group, based in Roseville, California—a city that serves as one of Union Pacific's largest and most active rail hubs in the western United States—I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. In Roseville, we see firsthand how Union Pacific's operations contribute to regional growth, local employment, and the efficient movement of goods that sustain our economy.

Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a strategic opportunity to build on that legacy and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant benefits it will bring to our state and the national economy.

Sincerely,

Ann Bouchard, President
Bouchard Communications Group
ann@bouchardcommunicationsgroup.com
(916) 783-6161

cc: Member Schultz
Member Hedlund

GREAT FUTURES START HERE.

BOYS & GIRLS CLUB
OF SEQUOYAH COUNTY
208 South Main Street
Sallisaw, OK 74955
918-775-4659
bgcseq@msn.com

POWERHOUR-
Homework help

HYLA-High Yield Learning Activities

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POSITIVE ACTION-
Making positive choices

CAREER LAUNCH-
Preparing for the Future

T.R.A.I.L.-Diabetes prevention

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Keeping kids up and moving

STEM-
* Science Discovery
* Computer Lab
* Engineering
* Math

ARTS & CRAFTS-
Creating works of art

FUN WITH FOOD-
Healthy foods made fun to eat

GIRLS ONLY-Time for girly things!

PASSPORT TO MANHOOD-Time for guys only!

ARCHERY-Bow shooting safety

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As community stakeholders in Sequoyah County, we recognize the critical role that railroads play in supporting the economic vitality and connectivity of our rural communities. The proposed Union Pacific–Norfolk Southern merger represents an important opportunity to strengthen these essential transportation links, promote regional development, and deliver long-term benefits to businesses, residents, and the broader economy.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure - enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Women's Employment Network, I respectfully ask the Surface Transportation Board to consider approving this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Laura Kuykendall, CEO
Boys & Girls Club of Sequoyah County

UNITED WAY
Fort Smith Area

October 10, 2025

BOYS & GIRLS CLUBS
OF GREATER KANSAS CITY
More Than 100 Years of Building Great Futures

Nancy and Gordon Beaham
Legacy Center
4001 Dr. Martin Luther King Jr. Blvd, Ste 102
Kansas City, MO 64130
(816) 361-3600 phone
www.helpkckids.org

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Regarding *Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873*

Dear Chairman Fuchs:

Boys & Girls Clubs of Greater Kansas City plays a critical role in the area of youth development across the Kansas City metropolitan area. For over a century, our organization has served as a springboard to success for young people. The Clubs are an access point to critical resources and vibrant opportunities, and we able to have significant impact because of strong partnerships in our community. For many years, Union Pacific has served as a strong partner in fortifying our presence and fueling our programs.

Union Pacific has invested vital resources to sustain our impact. Additionally, individuals have lent their time to supporting our mission in the Clubs. Union Pacific has provided exposure to careers to our Club members and representatives have given generously of their time to help in keeping our organization moving ever forward.

The proposed Union Pacific-Norfolk Southern merger presents a significant opportunity to further impact in Kansas City and beyond. Along with streamlined infrastructure and improved rail service, this merger offers the opportunity to further propel the reach of organizations such as the Clubs through sustained partnerships.

I respectfully request the Surface Transportation Board to approve this merger. The result will not only galvanize transportation, but will strengthen communities and further lift nonprofits such as ours.

Sincerely,

Jason Roth
President & CEO

GREAT FUTURES START HERE.

BOYS & GIRLS CLUBS
OF SPOKANE COUNTY

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Spokane County, Washington. I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to deliver those benefits by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach and encourage investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to communities like mine, and I trust that the Surface Transportation Board will safeguard those benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Wendy Drum

cc: Member Schultz
Member Hedlund

L.M. "Matt" Sebesta, Jr.
County Judge

Lacey Powell
Chief of Staff

Brazoria County

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the County Judge of Brazoria County, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

L.M. "Matt" Sebesta, Jr.
Brazoria County Judge

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: 36873

Dear Chairman Fuchs:

As the current Presiding Officer of the Regional Mobility Authority – Brazos County and former Mayor of the City of College Station (Texas), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Texas' and our immediate area's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and beyond. The growth of industry, particularly in medical research and manufacturing, automobile production and technology is evident by the newly established presence here in central Texas of Fujifilm Diosynth Biotechnology, Tesla and Samsung. The expansion of Texas' gulf ports further speaks to the need for improved rail service.

Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen the existing network and enhance it with greater efficiencies that will deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility that will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our services businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than only railroads – it is about securing the future of our transportation network, supporting economic development and ensuring that American freight rail remains globally competitive.

With these thoughts in mind, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this merger proposal, recognizing the benefits it will bring to the State of Texas and the economy of the United States of America.

Sincerely,



Karl P. Mooney

cc: Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of Bridge Strategies public affairs firm, I am writing to express my support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

Bridge Strategies works to advance business friendly public policy and economic development opportunities to the benefit of the state and local communities. We work to facilitate business and overall supply chain productivity. In line with this purpose, we recognize freight rail as a cornerstone of Colorado's economy.

Union Pacific Railroad is an essential transportation partner in Colorado providing safe, reliable, efficient and cost-effective service to businesses and industry of all sizes. The national freight rail network is critical to a well-functioning supply chain, connecting our local communities in Colorado to markets across the nation and the world.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities by offering more direct routes and reducing interchange times, helping businesses to reach customers faster and with greater efficiency. The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is forward thinking toward the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Thank you for your consideration.

Sara Thompson Cassidy
Principal, Bridge Strategies



Brush Country Literacy Council
408 County Road 231
Orange Grove, Texas 78372
(361) 207-6364
www.brushcountryhse.org

Helping Adults Obtain a GED

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in The South Texas Coastal Bend Region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

Brush Country Literacy Council provides free, in-person GED preparation and literacy instruction to underserved populations in Kingsville, Alice, Robstown, and Orange Grove. We focus on helping adults gain the academic and career-readiness skills they need to join the regional workforce.

Union Pacific's commitment to supporting workforce readiness through educational partnerships like ours demonstrates how the company carries out its mission of strengthening the communities where they operate. Their support helps us remove barriers to employment, improve economic mobility, and build a more skilled and resilient workforce.

On behalf of Brush Country Literacy Council, Incorporated, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Christopher Aguirre-Hamilton

cc: Member Schultz
Member Hedlund

BUCKEYE
ARIZONA

CITY MANAGER'S OFFICE

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the City of Buckeye, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Buckeye, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Doug Sandstrom

cc: Member Schultz
Member Hedlund

530 E. MONROE AVE. • BUCKEYE, AZ • 85326
DOUG SANDSTROM • DSANDSTROM@BUCKEYEAZ.GOV • BUCKEYEAZ.GOV

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the founder and president of the Bull Moose Project, I have dedicated my career to revitalizing our country by advocating for America first economic principles. To that end, I am writing to share my recently published op-ed in the *Daily Caller*, "Trump Could Restore America's Golden Age With Iconic Railroad Merger." As the Board decides on the proposed merger between Norfolk Southern (NS) and Union Pacific (UP), I believe this op-ed offers valuable insights into how this merger would improve our national rail system and our economy.

In my article, I argue that the nation's first true transcontinental railroad will accomplish three key goals: 1) link the East and West Coasts, 2) strengthen America's supply chains, and 3) bolster domestic manufacturers across the country.

Our nonprofit, The Bull Moose Project, is modeled upon the legacy of President Theodore Roosevelt, famously a skeptic of trusts and big corporations. Which is to say that we understand the concerns of those who are wary of where this merger could lead. But we are not the only ones modeling our views and actions on President Roosevelt: the Trump administration has too, from tariffs to labor policy to antitrust concerns.

President Donald Trump has repeatedly emphasized the importance of fixing America's infrastructure and securing our domestic supply chain. He has also endorsed the merger, saying that it "sounds good."

As things stand today, the cross-country shipment of goods is overly reliant on trucking, which has an outsized impact on our nation's infrastructure and raises transportation costs for domestic producers. This merger would address these challenges head-on by eliminating bottlenecks in the rail system caused by interchanges between different companies. With a more efficient rail system, manufacturers and small businesses will be able to move goods more efficiently and at lower costs, directly benefiting consumers and boosting productivity across supply chains.

By supporting this merger, we not only can deliver prosperity today, but also secure continued prosperity for our children and future generations of Americans.

Please find a copy of the published piece attached. Thank you for your time and for your continued dedication to American railroad safety and competitiveness.

Sincerely,
Aiden Buzzetti
President and Founder, Bull Moose Project

DAILY CALLER

Trump Could Restore America's Golden Age With Iconic Railroad Merger

OPINION

AIDEN BUZZETTI | CONTRIBUTOR

August 11, 2025 | 9:00 AM ET

The private sector is delivering on President Trump's economic agenda.

Markets have calmed since Liberation Day and have now accepted the White House's re-ordering of global trade. Companies have announced investments of hundreds of billions in domestic manufacturing. President Trump's energy-friendly policies have brought fuel prices down.

Momentum is building for the America First economic agenda. Now, a transformational merger would create America's first transcontinental railroad, revamping the domestic supply chain and empowering manufacturers across the country.

Union Pacific and Norfolk Southern – two of the largest railroads in the country – have announced plans to merge, linking the two coasts and, along with it, America's ports and supply chain. The federal government has long supported these ambitions, first beginning with Abraham Lincoln signing the Pacific Railway Act into law in 1862 and helping found Union Pacific.

The Union Pacific-Norfolk Southern merger will require approval by regulators, most notably the Surface Transportation Board (STB), a five-member panel that is currently split between two Democrats and two Republicans with one vacancy.

The vacancy allows President Trump to cement a legacy by appointing a candidate who will support his vision of unleashing American industry, re-industrializing the heartland, and fulfilling President Lincoln's vision.

President Trump has consistently advocated for fixing America's broken infrastructure and securing its supply chain. He's right – it's too expensive to move people and goods across the country. Bridges and tunnels are falling apart on our highways. Creating America's first transcontinental railroad will save shippers time and money lost to an inefficient transportation system and reduce the wear and tear on highway infrastructure.

The transcontinental railroad will also help unleash the new Golden Age that President Trump has promised. The merger will eliminate the hassle caused by interchanges, where railcars are handed off from one railroad to another. Interchanges have long been a major bottleneck for the rail industry, tying up railcars for days and creating shipping delays. The bottlenecks have slowed down the movement of goods and allowed trucking companies, who rely on publicly funded infrastructure, to dominate the freight market.

A connected railroad, by contrast, will let manufacturers move their products around the country more quickly, reduce strain on other infrastructure, and unlock millions in economic efficiencies.

The two railways have promised to preserve their unionized workforces and lower rates for shippers, meaning that workers, consumers, and manufacturers will all win with the deal. The merger boosts our

domestic supply chain at a critical juncture, and puts in the infrastructure needed to support President Trump's plans to restore and revitalize American manufacturing.

It is time for a Golden Age of American prosperity. Let rail play a part.

Aiden Buzzetti is the President of the 1776 Project Foundation. He was previously the Director of Coalitions for the 1776 Project PAC and can be found on X at @AidenBuzzetti.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger Project Community Impact

Dear Chairman Fuchs:

As a community leader in Southwest Detroit, reliable rail service is essential for our local economy, businesses, and residents. The Norfolk Southern Livernois Intermodal Facility has long partnered with the community, and we look forward to continuing to develop and strengthen these connections and deliver vital, long-term community benefits. On a personal note, Norfolk Southern has been a consistent supporter of Cadillac Urban Gardens efforts to reduce food insecurity and create economic opportunities for youth in Southwest Detroit.

We understand through the diligent advocacy of our longtime partner, SDEV, that there is a proposed Union Pacific–Norfolk Southern merger that has the potential to create faster, more dependable service, reduced regional congestion, and expanded market reach for our local businesses.

For the community, the most important commitment of the project is to modernize and expand capacity at the Livernois Intermodal Facility and nearby roadway intersections. This facility is a vital link connecting intermodal freight logistics between the U.S. and its international trade partners. However, the yard and its access infrastructure are in dire need of rejuvenation and modernization. Decades of unmitigated trucking pollution, noise, and fugitive dust from the facility have severely impacted the surrounding residential areas.

We feel that this collaborative project will drastically improve the livability, health, and safety of Southwest Detroit for our residents. It will achieve this by reducing noise, traffic congestion, air pollution, and accidents, while also creating new green spaces. Furthermore, it will spur economic development by affording new domestic intermodal lanes for Southeast Michigan businesses.

We urge the continuation and completion of this project as a direct result of the merger's approval.

Sincerely,



Co-Founder & Executive Co-Director
Cadillac Urban Gardens
Sarah@cadillacurbangardens.org

CALASIAN®
chamber of commerce

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President & CEO of the California Asian Pacific Chamber of Commerce, the largest state-wide ethnic chamber in California, I recognize the important role freight rail plays in supporting California's economy, businesses, and residents. Reliable rail service helps connect our state to broader markets and provides an efficient transportation option for goods – supporting our minority owned businesses.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. The 700,000+ Asian American and Pacific Islander–owned businesses that generate more $180 billion annually in California would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

These benefits go beyond logistics — they fuel economic development, workforce opportunity, and community resilience**.** Stronger freight connectivity means more predictable delivery systems for small businesses, expanded export capacity for California manufacturers, and new employment opportunities in logistics, warehousing, and transportation — sectors that sustain working families and power our regional economies.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Pat Fong Kushida

Pat Fong Kushida
President & CEO, California Asian Pacific Chamber of Commerce

cc: Member Schultz
Member Hedlund

Phone Number:
P (916) 446-7883
F (916) 307-5251

Office Address:
2125 19th Street, Suite 220
Sacramento, CA 95818

Social Media:
@calasian_chamber @calasiancc @calasiancc CalAsian Chamber
calasiancc.org

California Black Chamber of Commerce
"Dedicated to Economic Empowerment"

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the California Black Chamber of Commerce, the largest African American non-profit business organization representing hundreds of small and emerging businesses in California, I recognize the important role freight rail plays in supporting California's economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods – supporting our businesses and consumers of color.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. The business community in California would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, a policy priority for the state of California, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support more local businesses of color, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Jay King
President, California Black Chamber of Commerce

cc: Member Schultz
Member Hedlund

CALIFORNIA BUSINESS PROPERTIES ASSOCIATION
1121 L Street, Suite 501 · Sacramento, CA 95814 · Phone (916) 443-4676 · www.cbpa.com
Protecting Commercial Real Estate for Over 50 Years

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

In my role as President and CEO of the California Business Properties Association and Co-Chair of the California Goods Movement Alliance, I want to convey my strong support for the proposed merger of Union Pacific and Norfolk Southern.

Freight rail is the backbone of California's economy - moving the goods that drive our industries, sustain our farmers, and link our communities to markets nationwide. Union Pacific has been a vital partner, delivering efficient and reliable service to businesses of every size. America's freight rail network fuels growth while easing highway congestion and cutting emissions, making it one of the most sustainable transportation systems in the world.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities. This will enable more reliable service through direct routes and greater flexibility, cut transit times by eliminating interchanges, and position the railroad to invest in modern infrastructure, technology, and safety. With an expanded geographic footprint, it will also open new markets for California products and strengthen supply chain resilience.

This merger goes beyond railroads—it's about strengthening our transportation system, driving economic growth, and keeping America's freight rail competitive on the world stage.

California Business Properties Association (CBPA) is the recognized voice of all aspects of the commercial retail industrial real estate industry in California — representing the largest commercial real estate consortium with over 10,000 industry members.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Matthew G. Hargrove
President & CEO

cc: Member Schultz
Member Hedlund

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the California Business Roundtable, I recognize the important role freight rail plays in supporting our California's economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our California business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, a policy priority for the state of California, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Rob Lapsley

cc: Member Schultz
Member Hedlund

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface TransportaAon Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As chairman of California Consumer Advocates for Affordability and Safety, I am wriAng to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communiAes to markets across the naAon and the world. Union Pacific has long been an essena l transportao n partner for our state, providing efficient, reliable and cost-effecAve service to businesses large and small. The American freight rail network is not only cri cal to our economic growth – it is also one of the most sustainable modes of transportaAon available, helping reduce highway congesAon and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communiAes, including:

- **Improved Service Reliability:** More direct routes and greater operaAonal flexibility will help prevent service disrupAons and improve schedule dependability.
- **Reduced Transit Times:** EliminaAng certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more compev$ ely.
- **Increased Investment:** The transconAnental railroad will be be[er posiAoned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportaAon network, suppor ng economic development and ensuring American freight rail remains globally compeAAve.

I respec] ully urge the Surface TransportaAon Board to give full and favorable consideraAon to this proposal, recognizing the benefits it will bring to our state and the naAonal economy.

Sincerely,



Greg Van Dyke
Chairman
California Consumer Advocates for Affordability and Safety

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the California Grocers Association (CGA), representing hundreds of grocery companies and thousands of stores across the state, I write in support of the proposed Union Pacific–Norfolk Southern merger. The grocery industry depends on strong, efficient and reliable rail service to keep food moving from farms and manufacturers to distribution centers and store shelves.

The merger has the potential to enhance this network by creating more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. This expanded connectivity could reduce transit times, lower transportation costs and strengthen delivery reliability - all essential to keeping grocery prices stable and products accessible to families across California and nationwide.

For the grocery industry, where timing, freshness and cost management are critical, a stronger, more integrated rail network would be a welcome improvement. More efficient freight service means lower costs, fewer delays and better access for producers, particularly those in rural and agricultural regions that rely on rail to reach national and global markets.

Expanded rail capacity will also reduce reliance on long-haul trucking, easing highway congestion and improving overall freight movement. Additionally, the merger's commitment to workforce investment and modernization will help sustain good-paying, union-supported jobs and strengthen a dependable, resilient logistics system.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it creates for industries like ours and the importance of maintaining fair, safe and reliable rail service nationwide.

Sincerely,

Ronald Fong

Ronald Fong
President & CEO
California Grocers Association

cc: Member Schultz
Member Hedlund

CALIFORNIA HISPANIC CHAMBERS OF COMMERCE

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the California Hispanic Chambers of Commerce (CHCC), a regional business organization dedicated to empowering Hispanic entrepreneurs and businesses, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets around the state and country. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses across California. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The CHCC, through our over 130 local chambers of commerce and business associations, represents over 1.8 million Hispanic & emerging businesses. The proposed merger offers a unique opportunity to strengthen these business interests and deliver tangible benefits for our producers and consumers. In order to invest in minority business interests and emerging entrepreneurship, connecting local businesses through rail investment and consolidation is crucial.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our Hispanic communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Julian Canete
President & CEO

CMTA
CALIFORNIA MANUFACTURERS & TECHNOLOGY ASSOCIATION
LANCE HASTINGS
PRESIDENT

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the California Manufacturers & Technology Association (CMTA) I am writing to express our organization's strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

1121 L STREET, SUITE 700 SACRAMENTO CA 95814
916-441-5420 FAX 916-441-5449 WWW.CMTA.NET

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Lance Hastings

cc: Member Schultz
Member Hedlund

STATE CAPITOL
P.O. BOX 942849
SACRAMENTO, CA 94249-0032
(916) 319-2032
FAX (916) 319-2132

Assembly
California Legislature

STAN ELLIS
ASSEMBLYMEMBER, THIRTY-SECOND DISTRICT

October 31st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Member of the California State Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

STAN ELLIS
Assemblymember, 32nd District
California State Assembly

cc: Member Schultz
Member Hedlund

California State Senate

SENATOR
SHANNON GROVE
TWELFTH SENATE DISTRICT

CAPITOL OFFICE
1021 O STREET, SUITE 7150
SACRAMENTO, CA 95814
TEL (916) 651-4012
SENATOR.GROVE@SENATE.CA.GOV

DISTRICT OFFICES
5701 TRUXTUN AVE., SUITE 150
BAKERSFIELD, CA 93309
TEL (661) 323-0443

567 WEST SHAW AVE., SUITE A-3
FRESNO, CA 93704
TEL (559) 243-8580

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the State Senator, representing California's 12th Senate District, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Shannon Grove
Senator, 12th District

CC: Member Schultz
Member Hedlund

California State Senate

SENATOR
JERRY McNERNEY
FIFTH SENATE DISTRICT

CAPITOL OFFICE
1021 O STREET
SUITE 6640
SACRAMENTO, CA 95814
TEL (916) 651-4005

STOCKTON DISTRICT OFFICE
7488 SHORELINE DRIVE
SUITE B4
STOCKTON, CA 95219
TEL (209) 472-9535

COMMITTEES
REVENUE & TAXATION
CHAIR
ENERGY
BUDGET & FISCAL REVIEW
AGRICULTURE
MILITARY & VETERANS AFFAIRS
BUDGET SUBCOMMITTEE 2 ON
ENVIRONMENT & ENERGY

Nov. 6, 2026

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am writing in support of the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of California's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state and the Port of Stockton in my state Senate district, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

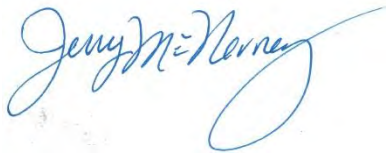
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

For these reasons, I support the proposed merger between Union Pacific and Norfolk Southern. Thank you.

Sincerely,



Jerry McNerney
State Senator, District 5

cc: Member Schultz
Member Hedlund

CAPITOL OFFICE
1021 O STREET
SUITE 7110
SACRAMENTO, CA 95814
TEL (916) 651-4006

DISTRICT OFFICE
2220A DOUGLAS BLVD.
SUITE 100
ROSEVILLE, CA 95661
TEL (916) 772-0571

California State Senate

SENATOR
ROGER NIELLO
SIXTH SENATORIAL DISTRICT

COMMITTEES
BANKING & FINANCIAL INSTITUTIONS
VICE CHAIR
BUDGET & FISCAL REVIEW
VICE CHAIR
BUSINESS, PROFESSIONS & ECONOMIC DEVELOPMENT
INSURANCE
JUDICIARY
TRANSPORTATION
VICE CHAIR
LEGISLATIVE ETHICS

October 29, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a California State Senator representing the 6th Senate District, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has been a long-standing transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is both critical to our economic growth and one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

ROGER NIELLO

California State Senator, 6th District

cc: Member Schultz
Member Hedlund

Eddie Treviño, Jr.
County Judge

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Cameron County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This is important for international commerce, economic development in the Rio Grande Valley and improved mobility along the Texas - Mexico border.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

Cameron County Courthouse
Oscar C. Dancy Building
Phone (956) 544-0830

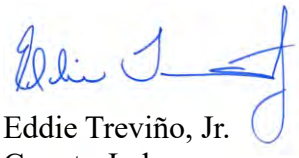
1100 E. Monroe Street, Suite 218
etrevino@co.cameron.tx.us

Brownsville, Texas 78520
Fax (956) 544-0801

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Eddie Treviño, Jr.
County Judge

cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Cameron County Regional Mobility Authority, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This is important for international commerce, economic development in the Rio Grande Valley and improved mobility along the Texas - Mexico border.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

3461 Carmen Avenue, Rancho Viejo, Texas 78575 | Phone 956.621.5573 | www.ccrma.org

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Pete Sepulveda, Jr.

Pete Sepulveda, Jr.
Executive Director

cc: Member Schultz
Member Hedlund

Eddie Treviño, Jr.
County Judge

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Administrator of Cameron County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This is important for international commerce, economic development in the Rio Grande Valley and improved mobility along the Texas - Mexico border.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

Cameron County Courthouse
Oscar C. Dancy Building
Phone (956) 544-0830

1100 E. Monroe Street, Suite 218
etrevino@co.cameron.tx.us

Brownsville, Texas 78520
Fax (956) 544-0801

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Pete Sepulveda, Jr.
County Administrator

cc: Member Schultz
Member Hedlund

CARBON COUNTY
UTAH
Board of County Commissioners

Carbon County
Administration Building
751 East 100 North
Price, UT 84501
Office: (435) 636-3226
www.carbon.utah.gov

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Commissioner Chair of the Carbon County, Utah Commission, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Larry Jensen, Commission Chair

cc: Member Schultz
Member Hedlund

Jared Haddock
Commissioner
(435) 636-3272
jared.haddock@carbon.utah.gov

Larry Jensen
Commissioner
(435) 636-3273
larry.jensen@carbon.utah.gov

Tony Martines
Commissioner
(435) 636-3271
tony.martines@carbon.utah.gov

CARBON COUNTY
RAWLINS WYOMING
MUSEUM

11.5.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Rawlins, WY, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Rawlins and Carbon County, WY, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Tom Mensik

cc: Member Schultz
Member Hedlund

CARLSBAD
CHAMBER OF COMMERCE

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As CEO of the Carlsbad Chambers of Commerce, a nonprofit organization in San Diego County with over 1,100 members representing 60,000 employees, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and internationally. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses. The American freight rail network is not only critical to our economy – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from Southern California and beyond. This merger is about more than just railroads – it is about securing the future of our transportation network and supporting economic development for California.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bret Schanzenbach
President and CEO

5934 Priestly Drive | Carlsbad, CA 92008 | 760.**931.8400 T** | 760.**931.9153 F**
www.carlsbad.org

CARRIZOZO
HERITAGE MUSEUM
& VISITOR CENTER

September 25th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

In the railroad town of Carrizozo, dependable rail service is more than a convenience — it is a lifeline for our economy, local industries, and residents. The proposed Union Pacific–Norfolk Southern merger will build on that foundation, strengthening supply chains and ensuring long-term prosperity for our region.

This merger would bring with it faster and more reliable service, less congestion on existing lines, and greater access to new markets for businesses of all sizes. Just as importantly, it would spur continued investment in infrastructure — bolstering safety, creating good jobs, and helping our community remain competitive in an expanding global economy.

Just as importantly Union Pacific has demonstrated a long-standing commitment to supporting the communities it serves through the work of the Union Pacific Foundation. Their grant support has been critical for organizations like the Carrizozo Heritage Museum and countless other groups that preserve local history, enrich cultural life, and provide vital community services. These investments show that Union Pacific's impact goes far beyond transportation—it extends to strengthening the very fabric of the communities along its routes.

On behalf of the Board of the Carrizozo Heritage Museum, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring — connecting our communities regionally, nationally, and across the globe, while continuing to support grassroots organizations that make our towns and cities stronger.

Sincerely,



Dennis Bateman, Board President

cc: Member Schultz
Member Hedlund

CBRE

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Managing Director and Market Leader of CBRE, Utah, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Utah and the Mountain West's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for Utah and Mountain West, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Erin Laney Barr,
Managing Director & Market Leader
CBRE

cc: Member Schultz
Member Hedlund

Adam Streight
County Executive

Dan Schneckenburger
Director of Administration

Office: 410.996.8300
Fax: 800.863.0947

County Information
410.658.4041
410.996.5200

CECIL COUNTY, MARYLAND

Office of the County Executive
200 Chesapeake Boulevard, Suite 2100, Elkton, MD 21921

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As County Executive of Cecil County, Maryland, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Adam Streight

County Executive
Cecil County, Maryland

cc: Member Schultz
Member Hedlund

Cedar City & Iron County
Economic Development

www.cedarcityut.gov/econdev 10 N Main Street, Cedar City, Ut 84720 (435) 865-5115

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As the Economic Development Director for the Cedar City & Iron County Office of Economic Development, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a historical cornerstone of Iron County's economic success. From mining and metals to manufacturing and logistics, our region's industries rely on safe, efficient rail service to move materials and products across the nation. Union Pacific is an essential transportation partner for Iron County and Southern Utah, providing dependable and cost-effective service that connects our local producers to national and international markets.

The American freight rail system plays a vital role in our economy, the region, and our sustainability goals. Rail reduces highway congestion, lowers emissions, and ensures the efficient movement of goods critical to rural and industrial regions like ours. The proposed merger between Union Pacific and Norfolk Southern represents a significant opportunity to greatly enhance this significant network and strengthen economic growth in Iron County and throughout the western United States. Key benefits include:

- **Improved Service Reliability:** More direct routes and increased operational flexibility will reduce delays and improve schedule dependability for Utah shippers.
- **Reduced Transit Times:** Streamlined routes will move goods faster, allowing Iron County's businesses to reach markets more competitively.
- **Increased Investment:** A stronger, unified rail system will attract investment in infrastructure, technology, and safety—particularly in growing regional freight hubs like ours.
- **Expanded Market Access:** The merger will enhance connectivity between western producers and eastern markets, strengthening Iron County's role in national supply chains.

This merger is about more than railroads—it's about securing the future of our transportation network, supporting continued economic development in Iron County, and ensuring that American rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the clear benefits it offers to our state, our region, and the broader national economy.

Sincerely,

David S. Johnson
Economic Development Director
Cedar City & Iron County Economic Development

cc: Member Schultz
Member Hedlund

CEDAR RAPIDS METRO ECONOMIC ALLIANCE

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Cedar Rapids Metro Economic Alliance, I appreciate the opportunity to share input regarding the proposed Union Pacific–Norfolk Southern merger. The Economic Alliance represents a broad network of businesses and industries across the Cedar Rapids metro area and Eastern Iowa, many of which rely on freight rail to support their operations and connect to national and global markets.

Freight rail service is an essential component of our regional economy, supporting efficient goods movement, reducing highway congestion, and contributing to a more sustainable transportation system. Given its importance, any potential changes in rail operations, service structure, or infrastructure investment deserve thoughtful review.

The proposed merger may carry implications for service reliability, connectivity, and competition. We trust the Board will give these factors careful consideration, ensuring any decision reflects a balanced assessment of economic impact, safety, sustainability, and long-term community benefit.

Thank you for your attention to this matter and for the opportunity to provide perspective from our region's business community.

Sincerely,

Juliet Abdel
President & CEO
Cedar Rapids Metro Economic Alliance

cc: Member Schultz
Member Hedlund

VISION:

TO BE THE TOP ECONOMIC GROWTH REGION IN THE COUNTRY.

MISSION:

TO DRIVE ECONOMIC, WORKFORCE AND POPULATION GROWTH STRATEGIES, AND TO HELP BUSINESSES SUCCEED.

VALUES:

WE VALUE OUR MEMBERS AND STRIVE TO EXCEED THEIR EXPECTATIONS.

WE EMBRACE INNOVATION IN OUR WORK.

WE FOCUS ON COLLABORATIVE RELATIONSHIPS IN EVERYTHING WE DO.

WE ARE COMMITTED TO A HIGH-PERFORMANCE CULTURE, CENTERED ON CORE COMPETENCIES.

319/398.5317
501 First Street SE
Cedar Rapids, IA 52401
cedarrapids.org

CENTRAL LOUISIANA REGIONAL CHAMBER OF COMMERCE
1118 Third Street
Alexandria, Louisiana 71301
Ph 318.442.6671 Fax 318.442.6734
www.cenlachamber.org

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the Board of Directors and members of the Central Louisiana Regional Chamber of Commerce, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our member businesses operate in Rapides Parish, Louisiana and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for our businesses and industries providing:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on our businesses and industries.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Deborah Randolph

Deborah Randolph
President

Central Valley Business Federation

Strengthening the Voice of Business

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the Central Valley Business Federation (CV BizFed), is a diverse grassroots alliance of approximately 80 businesses and associations, 30,000 employers and 400,000 employees, spanning the Central Valley from Madera to Kern. I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

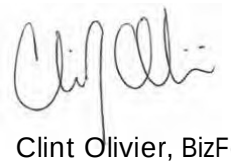
Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets beyond the Central Valley. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses all throughout California. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

At CV BizFed, our mission is to amplify and strengthen the voices in the Central Valley in order to promote smart business policies, job creation, and economic health. The proposed merger offers a unique opportunity to strengthen our network and deliver tangible benefits for shippers, consumers, and communities from the Central Valley and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Clint Olivier, BizFed CEO

cc: Member Schultz
Member Hedlund

CBICC
CHAMBER OF BUSINESS & INDUSTRY CENTRE COUNTY
131 S. Fraser St., Ste. 1
State College, PA 16801
814-234-1829
www.cbicc.org

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Chamber of Business and Industry of Centre County, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our organization's mission is to promote the economic growth and vitality of Centre County and the surrounding region. Reliable freight rail service plays a critical role in sustaining and expanding our economy, connecting our businesses to national and global markets, and supporting local job creation.

The proposed merger presents a significant opportunity to strengthen the nation's transportation network. By combining two of America's leading rail systems, this merger promises to improve service reliability, reduce highway congestion, expand market access for businesses, and enhance supply chain efficiency. Importantly, it underscores the value of maintaining a safe, modern, and integrated rail system that benefits communities across the country.

Pennsylvania, the Keystone State, holds a unique position in our nation's rail infrastructure. With more Norfolk Southern track mileage than any other state, Pennsylvania is already a hub for rail connectivity. The addition of Union Pacific's extensive network would further enhance our region's ability to move products efficiently to markets nationwide, benefiting businesses large and small throughout Centre County.

For these reasons, the Chamber of Business and Industry of Centre County urges the Surface Transportation Board to approve this merger. Doing so will strengthen the national rail system, protect and grow jobs, and enable continued investment in safe, sustainable transportation infrastructure.

Sincerely,

Greg Scott
President & CEO
Chamber of Business and Industry of Centre County

JIMMY SYLVIA
COUNTY JUDGE

POST OFFICE BOX 939
ANAHUAC, TEXAS 77514
409-267-2440
FAX: 409-267-4453
www.chamberstx.gov

THE COUNTY OF CHAMBERS

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman,
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Chambers County, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for Chambers County, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. It is also critical to the county's logistics and distribution cluster.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible economic development benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Jimmy Sylvia,
County Judge

CADC
Chambersburg Area Development Corporation

100 Lincoln Way East, Suite A
Chambersburg, PA 17201
P: 717-264-7101
F: 717-267-0399
E: chamber@chambersburg.org
www.chambersburg.org

Developers of:
Chambers-5 Business Park
Fifth Avenue Commercial Center
Progress Park

Affiliate of the Greater Chambersburg Chamber of Commerce

October 8th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Executive Director of The Chambersburg Area Development Corp I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Stephen Christian

Executive Director - CADC

Charleston Metro
Chamber of Commerce

4922 O'Hear Avenue, Suite 101
North Charleston, SC 29405
www.charlestonchamber.org
843.577.2510

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As President and CEO of the Charleston Metro Chamber of Commerce, I am committed to expanding economic opportunities and market access for our more than 1,600 member organizations. In recent years, freight rail expansion has strengthened South Carolina's economy by moving more cargo through our ports, enhancing the competitiveness of local businesses, lowering costs for consumers, and reinforcing supply chains. The proposed merger between Union Pacific (UP) and Norfolk Southern (NS) offers an opportunity to build upon this.

By creating the nation's first coast-to-coast freight rail network, the merger will improve reliability, reduce delays, and drive down shipping costs – benefits that will extend nationwide, but be especially impactful here in South Carolina

For Charleston in particular, the impact will be significant. The Navy Base Intermodal Facility (NBIF), now under construction, will establish a near-dock rail connection linking Port of Charleston cargo directly to inland markets, including those served by NS. Together, this merger and NBIF will unlock transformative opportunities for our region – enabling Southeast businesses compete in global markets and ensuring Palmetto state-made goods can move seamlessly to customers throughout the country.

South Carolina is also home to world-class manufacturers like Boeing, Michelin, and Volvo. The merger will enhance these employers' ability to move raw materials and finished products more efficiently, protecting tens of thousands of well-paying jobs while fueling economic growth.

On behalf of the Charleston Metro Chamber, I strongly support this merger and urge you to do the same – for the economic growth, supply chain resilience, and expanded market access it will bring to South Carolina, the Southeast, and the nation.

Sincerely,

Kevin T. Sheilley,
President & CEO
Charleston Metro Chamber of Commerce
843-805-3053
ksheilley@charlestonchamber.org

United States Chamber of Commerce
ACCREDITED

Driving Solutions for a Thriving Community

CHEYENNE DEPOT MUSEUM

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

The Cheyenne Depot Museum (CDM) is the steward of the Historic Union Pacific Railroad Depot, a National Historic Landmark. Built in 1886 by the UPRR, it is the last remaining grand railroad station on the transcontinental route, designed by famed architect Henry Van Brunt. People visit the museum to learn about the history of Cheyenne, the Transcontinental Railroad, and the Union Pacific.

The Union Pacific Railroad and Cheyenne were intertwined from the very beginning. Built during the heyday of the cattle barons, the Depot formed a strategic point along UP's route. During WWII the shop could handle more than 212 locomotives in a day, making it essential to the war effort. In 1993, UP donated the building to the City of Cheyenne. After an extensive rehabilitation project, the building now houses a museum, a restaurant, and offices.

The CDM partners with the Union Pacific on Steam Shop and Roundhouse tours. This partnership is beneficial to the CDM, Union Pacific, and the visitors from around the world that get to experience the amazing world of the Big Boy steam locomotive. We receive requests daily from people who would love to see the UP Steam Shop and Roundhouse. These guided tours are a rare opportunity to see 1 of the 8 remaining Big Boy steam engines and showcase the UP Heritage Fleet.

The Cheyenne Depot Museum looks forward to continuing our long-standing relationship with the Union Pacific for generations to come.

Sincerely,

Christy McCarthy

Christy McCarthy, Executive Director

P.O. Box 2160 • Cheyenne, WY 82003
121 West 15th Street, Suite 300 • Cheyenne, WY 82001
307.632.3905 • www.cheyennedepotmuseum.org

CHEYENNE FRONTIER DAYS™
World's Largest Outdoor Rodeo & Western Celebration
P.O. Box 2477 Cheyenne, WY 82003 • (307) 778-7220 • www.cfdrodeo.com

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Cheyenne Frontier Days has shared a proud and enduring partnership with Union Pacific since our founding in 1897. It was Frederick W. Angier, a Union Pacific agent, who first proposed the idea of a cowboy festival to the local newspaper, an idea that became the *Daddy of 'em All*. For many years, Union Pacific operated the "Centennial Special," an excursion train that brought visitors from Denver to Cheyenne to experience our celebration.

More than 130 years later, that partnership remains strong. Union Pacific's presence continues to be woven into the fabric of Cheyenne Frontier Days, the City of Cheyenne, and the State of Wyoming. We are deeply grateful for this ongoing relationship and proud to share in the legacy of connecting people, communities, and commerce.

The railroads have always played a vital role in Wyoming's history and progress. From the earliest settlements that gave rise to Cheyenne and Laramie to the modern transport of energy resources from the Powder River Basin, the railroads have been an essential engine of growth for our state. Union Pacific's continued investment in Wyoming helps sustain that legacy and ensures a strong future for our people and our economy.

We respectfully encourage the Board to consider these remarks in its deliberation of the proposed transaction, and we look forward to continuing our long-standing partnership with Union Pacific for generations to come.

Sincerely,

Tom Hirsig
Chief Executive Officer
Cheyenne Frontier Days™

cc: Member Schultz
Member Hedlund

CHEYENNE FRONTIER DAYS™
OLD WEST MUSEUM
Frontier Park | 4610 Carey Ave | PO Box 2720 | Cheyenne, Wyoming, 82003 | (307)-778-7290 | www.oldwestmuseum.org

October 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger **Docket Number:** FD 36873

Dear Chairman Fuchs,

As Development Manager of the Cheyenne Frontier Days™ Old West Museum, I am writing to express my strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

Freight rail has long been a cornerstone of Wyoming's economy, safely moving the goods that power our industries, supporting our ranchers and farmers, and connecting our communities to markets across the nation and the world. Union Pacific has been an essential transportation and community partner for generations, providing efficient, reliable service while investing in the people and places that help preserve the heritage of the American West.

At the Cheyenne Frontier Days™ Old West Museum, our partnership with Union Pacific has demonstrated how collaboration can strengthen organizations, uplift communities, and preserve shared history for future generations. Through partnerships like these, we are able to reach beyond our walls—touching the lives of students, families, and visitors who find connection through Western culture and history. When we bring people and resources together, we all grow stronger.

The proposed merger offers an unprecedented opportunity to build upon that spirit of connection on a national scale, creating America's first true transcontinental railroad and bringing the East and West together in ways that will benefit the entire country. This merger will improve service reliability, reduce transit times, increase investment in infrastructure and technology, and expand the railroad's reach to strengthen supply chain resilience and connect more communities."

Just as Union Pacific's partnership has helped our Museum serve our community more effectively, we believe this merger will strengthen our nation by linking communities, industries, and people through a more connected and competitive rail network.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the long-term economic, cultural, and community benefits it will bring to our region and the nation.

Sincerely,

Lonnie Reese
Development Manager
Cheyenne Frontier Days™ Old West Museum
Cheyenne, Wyoming

cc: Member Schultz, Member Hedlund

PLEASE CONSIDER A LEGACY GIFT TO THE CFD OLD WEST MUSEUM

Founded in 1978, the Cheyenne Frontier Days™ Old West Museum is a 501(c)3 private non-profit organization whose mission is to cultivate a rich educational space for the diverse, international community served by, and rooted in, the American Western legacy of Cheyenne Frontier Days™.

ARB 1 (FD 36873) 10/14/2025

Cheyenne **LEADS**
The Cheyenne-Laramie County Corporation for Economic Development

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Established in 1986, Cheyenne LEADS serves as the economic development organization for Cheyenne and Laramie County, Wyoming. The organization recognizes the important role that freight rail plays in supporting the regional economy, local businesses, and residents. Reliable rail service connects our area to broader markets and provides an efficient transportation option for goods moving through the state.

Our business community could benefit from faster, more dependable rail service, a more efficient and resilient supply chain, and greater access to new markets. The proposed Union Pacific–Norfolk Southern merger has the potential to help deliver these benefits by offering single-line service and more direct routes that expand transportation options, increase geographic reach, and promote investment in infrastructure and technology. It is equally important that these improvements be achieved in a way that maintains a focus on safety, sustainability, and long-term community benefit. I trust that the Surface Transportation Board will ensure those priorities are upheld.

Freight rail also helps reduce highway congestion and emissions, making it a key component of sustainable transportation. With careful planning, the merger could enhance service reliability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these considerations into account in its review of the proposed transaction.

Sincerely,



Betsey Hale, CEcD
CEO - Cheyenne LEADS
betseyh@cheyenneleads.org
307-630-2179

Daniel La Spata

ALDERMAN, 1ST WARD
1958 N. MILWAUKEE AVE.
CHICAGO, ILLINOIS 60647
PHONE: 872-206-2685
E-MAIL: info@the1stward.com

CITY OF CHICAGO
CITY COUNCIL

CITY HALL
3RD FLOOR - ROOM 300
121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602

Chair, Committee on Pedestrian and Traffic Safety

Vice Chair, Committee on Contracting Oversight and Equity

Ex-Officio, Chicago Plan Commission

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Committees and Rules

Economic, Capital and Technology Development

Environmental Protection and Energy

Finance

Housing and Real Estate

Zoning, Landmarks and Building Standards

November 14, 2025

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board 395 E Street SW
Washington, DC 20423

Chairman Fuchs:

As the Alderman of Chicago's 1st Ward, I write to express my support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. Over my years in public service, I have enjoyed my interaction with Norfolk Southern and have found its leadership to be professional, responsive, and equitable in its dealings with the communities it serves.

Freight rail is a critical component of Illinois' economic infrastructure. It enables the safe and efficient movement of goods that power our industries, sustain our agricultural sector, and connect our communities to markets across the nation and the world. Norfolk Southern has long been a reliable transportation partner for Illinois, providing consistent, cost-effective service to businesses of all sizes.

The proposed merger between Union Pacific and Norfolk Southern is a strategic opportunity to enhance the resilience, capacity, and competitiveness of the national rail system. Strengthening this network will help ensure that American freight rail remains a global leader in safety, efficiency, and innovation.

I urge the Surface Transportation Board to give favorable consideration to this proposal, recognizing the broad economic and operational benefits it will deliver to Illinois and to the nation.

Sincerely,

Daniel La Spata
Alderman, 1st Ward

LAMONT J. ROBINSON
ALDERMAN, 4TH WARD

PHONE: 312-744-2690
E-MAIL: WARD04@CITYOFCHICAGO.ORG

CITY OF CHICAGO
CITY COUNCIL

CITY HALL ROOM 300
121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602
PHONE: 312-744-2690

COMMITTEE MEMBERSHIPS
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COMMITTEES AND RULES
HEALTH AND HUMAN RELATIONS
HOUSING AND REAL ESTATE
PEDESTRIAN AND TRAFFIC SAFETY
SPECIAL EVENTS, CULTURAL AFFAIRS, AND RECREATION

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the 4th Ward in Chicago, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

4th Ward Alderman - Lamont J. Robinson

cc: Member Schultz
Member Hedlund

RAYMOND A. LOPEZ
Alderman, 15th Ward

CITY COUNCIL
City of Chicago

COUNCIL CHAMBERS
City Hall - 3rd Floor
121 North LaSalle Street
Chicago, Illinois 60602
Telephone: (312) 744-4321

COMMITTEE MEMBERSHIPS
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Budget and Government Operations
Committees and Rules
Economic, Capital and Technology Development
Environmental Protection and Energy
Finance
Health and Human Relations
Public Safety

November 5, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

For over a decade I have served as Alderman representing the 15th Ward. Throughout my entire tenure, I have worked closely with the Norfolk Southern Railroad. Reliable rail service is essential for our local economy, businesses, and residents.

The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I look forward to maintaining close communication and responsiveness to the needs of the communities I represent, including Canaryville, Back of the Yards and West Englewood. Their collective improvement correlates inextricably with the local leadership at Norfolk Southern.

I support the proposed Union Pacific–Norfolk Southern merger and ask your favorable consideration as well. Should you have any questions, please do not hesitate to contact me. Until then, I remain,

Respectfully Serving the 15th Ward,

RAYMOND A. LOPEZ
Alderman – City of Chicago

2650 West 51st Street | Chicago, Illinois 60632
Telephone: (773) 823-1539 | Email: Ward15@cityofchicago.org
www.the15thward.org

CITY OF CHICAGO

ALDERMAN DAVID MOORE, 17TH WARD

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As The Alderman of the 17th Ward in the City of Chicago, Illinois, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely

David Moore, 17th Ward Alderman

1344 WEST 79TH STREET, CHICAGO, ILLINOIS, 60620

CITY OF CHICAGO

SILVANA TABARES
ALDERMAN, 23RD WARD

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the City of Chicago in Illinois, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

6247 SOUTH ARCHER AVENUE, CHICAGO, ILLINOIS 60638 • PHONE: 773-582-4444

CITY OF CHICAGO

SILVANA TABARES
ALDERMAN, 23RD WARD

· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Thank you,

Silvana Tabares

Silvana Tabares

cc: Member Schultz
Member Hedlund

6247 SOUTH ARCHER AVENUE, CHICAGO, ILLINOIS 60638 • PHONE: 773-582-4444

MONIQUE L. SCOTT
ALDERWOMAN, 24TH WARD

1158 SOUTH KEELER NAVE
CHICAGO, ILLINOIS 60624
PHONE: 773-533-2400
FAX: 773-722-2400
E-MAIL: WARD24@CITYOFCHICAGO.ORG

CITY OF CHICAGO
CITY COUNCIL

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121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602
PHONE: 312-744-6839
FAX: 312-744-6572

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LICENSE AND CONSUMER PROTECTION
SPECIAL EVENTS, CULTURAL AFFAIRS AND RECREATION

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderwoman of the 24th Ward Monique L. Scott, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Monique L. Scott
24th Ward Alderwoman

CITY OF CHICAGO

JESSIE FUENTES
ALDERPERSON, 26TH WARD

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderperson of the 26th Ward in Chicago, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including improved service reliability, reduced transit times, increased investment, and expanded reach.

As a strong supporter and ally to the labor movement, I am especially heartened that SMART-TD has endorsed the merger. I applaud Union Pacific's commitment to lifetime job protection for SMART-TD members in train and yardmaster services.

This merger will secure the future of our transportation network, supporting economic development, ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to the 26th Ward, Chicago, and the national economy.

Sincerely,



Jessie Fuentes
26th Ward Alderperson

CC: Member Schultz
Member Hedlund

WALTER RED BURNETT
ALDERMANIC OFFICE: 4 N. WESTERN AVE, 1C
CHICAGO, ILLINOIS 60612
COUNCIL CHAMBER: CITY HALL, ROOM 200B
CHICAGO, ILLINOIS 60602
TELEPHONE: 312-432-1995
FAX: 312-432-1049
E-MAIL: WALTER.R.BURNETT@CITYOFCHICAGO.COM

CITY COUNCIL
CITY OF CHICAGO

COUNCIL CHAMBER

CITY HALL, ROOM 200B
121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602
TELEPHONE: 312-744-6124
FAX: 312-742-8489

COMMITTEE MEMBERSHIPS

COMMITTEE ON AVIATION

COMMITTEE ON BUDGET AND GOVERNMENT OPERATIONS

COMMITTEE ON COMMITTEES AND RULES

COMMITTEE ON CONTRACT OVERSIGHT AND EQUITY

COMMITTEE ON FINANCE

COMMITTEE ON HOUSING AND REAL ESTATE

COMMITTEE ON PEDESTRIAN AND TRAFFIC SAFETY

COMMITTEE ON ZONING, LANDMARKS
AND BUILDING STANDARDS

11/4/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the 27th Ward of Chicago, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
27th Ward Alderman, Walter R. Burnett

600

WALTER Red BURNETT

CITY COUNCIL
CITY OF CHICAGO

COUNCIL CHAMBER

City Hall, Room 300
121 N. LaSalle Street
Chicago, IL 60602
Telephone (312) 744-8805

COMMITTEE MEMBERSHIPS

Chairman
POLICE AND FIRE

Budget and Government Operations
Committees and Rules
Contracting, Oversight and Equity
Education and Child Development
Ethics and Government Oversight
Finance
Immigrant and Refugee Rights
Public Safety
Workforce Development

CHRIS TALIAFERRO

Alderman, 29th Ward
6272 W. North Ave
Chicago, IL 60639
(773) 237-6460
(773) 237-6418 (Fax)
Ward29@cityofchicago.org

October 27, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the 29th Ward here in Chicago and Chairman Chicago's City Council Committee on Police and Fire, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific has long been an essential transportation partner for our city and state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

Thank you for your consideration in this matter.

Respectfully submitted,

C Lt Talf.

Alderman Chris Taliaferro, 29th Ward

CITY OF CHICAGO

BILL CONWAY
ALDERMAN, 34TH WARD

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman of the 34th ward, I recognize the important role freight rail plays in supporting our local economy, businesses and residents and is a big part of Chicago's economy, especially as the center of the country.

I am happy that the proposed Union Pacific–Norfolk Southern merger may make it more efficient to move rail through Chicago.

I support this merger to the extent it continues to bring rail traffic and jobs through Chicago.

Sincerely,

Bill Conway
Alderman, 34th Ward

cc: Member Schultz
Member Hedlund

121 NORTH LASALLE STREET, CITY HALL, ROOM 200 • 312-744-6824 • BILL@34TH.ORG

BRENDAN REILLY
ALDERMAN, 42ND WARD

121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602
PHONE: 312-744-3062
E-MAIL: ALDERMAN@WARD42CHICAGO.COM

CITY OF CHICAGO
CITY COUNCIL

COMMITTEE MEMBERSHIPS

FINANCE | ZONING| RULES

BUDGET AND GOVERNMENT OPERATIONS

LICENSE AND CONSUMER PROTECTION

ETHICS AND GOVERNMENT OVERSITE

ECONOMIC, CAPITAL & TECHNOLOGY DEVELOPMENT

ENVIRONMENTAL PROTECTION & ENERGY

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderman for the 42nd Ward, representing downtown Chicago, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our local and regional economy, safely moving goods that support our industries, businesses, and communities. Norfolk Southern has long been an essential transportation partner for our region, providing efficient, reliable, and cost-effective service. The American freight rail network is not only critical to economic growth, but it also helps reduce highway congestion and emissions, supporting sustainable transportation.

The proposed merger offers an opportunity to strengthen this network and deliver tangible benefits for local communities, including:

- **Improved Service Reliability:** More direct routes and operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Streamlined interchanges will speed the movement of goods, helping businesses reach customers faster and more competitively.
- **Increased Investment:** A stronger transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for Chicago-based businesses and strengthen regional supply chain resilience.

This merger is about more than just railroads—it is about supporting local economic development, enhancing transportation infrastructure, and ensuring the long-term competitiveness of American freight rail.

I respectfully urge the Surface Transportation Board to give favorable consideration to this proposal, recognizing the benefits it will bring to Chicago, our region, and the national economy.

Sincerely,

Brendan Reilly
Alderman, 42nd Ward

TIMMY KNUDSEN
ALDERMAN, 43RD WARD

43RD WARD OFFICE
2523 NORTH HALSTED STREET
CHICAGO, ILLINOIS 60614
PHONE: 773-348-9500
FAX: 773-348-9594
E-MAIL: YOURVOICE@WARD43.ORG

CITY OF CHICAGO
CITY COUNCIL

CITY HALL ROOM 300
121 NORTH LASALLE STREET
CHICAGO, ILLINOIS 60602
PHONE: 312-744-3778

COMMITTEE MEMBERSHIPS
ENVIRONMENTAL PROTECTION & ENERGY (VICE-CHAIRMAN)
BUDGET AND GOVERNMENT OPERATIONS
COMMITTEES AND RULES
FINANCE
IMMIGRANT AND REFUGEE RIGHTS
PEDESTRIAN AND TRAFFIC SAFETY
POLICE AND FIRE
PUBLIC SAFETY
ZONING, LANDMARK, AND BUILDING STANDARDS

October 24th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Alderperson of the 43rd Ward, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



_____
Timmy Knudsen
Alderperson, 43rd Ward

cc: Member Schultz
Member Hedlund

790 S. Progress Avenue, Meridian, ID 83642
www.cmidaho.org

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community stakeholder in Southwest Idaho, I cannot speak to the proposed merger, but I want to share that Union Pacific has been a generous and meaningful supporter of the Children's Museum of Idaho. Their recent grant funding has helped us expand access to Early Education Museum Memberships for local families and advance our Train Town expansion—both of which provide hands-on learning experiences that inspire curiosity, creativity, and early childhood development.

Union Pacific's support strengthens our ability to reach children who might not otherwise have access to these opportunities, helping us create a more inclusive and educational environment for families throughout our region.

On behalf of the Children's Museum of Idaho, I respectfully ask the Surface Transportation Board to consider the positive impact Union Pacific has had on our community.

Sincerely,

Amy Costello

Amy Costello
Development Director

Children's NEBRASKA

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to enthusiastically endorse the proposed merger of Union Pacific and Norfolk Southern. As a community leader in Omaha, Neb., I feel strongly that reliable rail service is essential for our local economy, businesses and residents. The proposed merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for businesses in our region. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Children's Nebraska and the thousands of children and families we serve, I respectfully urge the Surface Transportation Board to approve this merger so we may take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Chanda Chacón
President & CEO

cc: Member Schultz
Member Hedlund

CITY OF ABILENE TEXAS

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of the City of Abilene, I've seen firsthand how vital dependable transportation infrastructure is to sustaining and growing our regional economy. Here in the Big Country, Abilene serves as a crossroads for commerce, education, and innovation—anchored by Dyess Air Force Base, our strong manufacturing sector, and the small businesses that define West Texas resilience. Reliable rail service plays a central role in keeping those engines of growth running.

The proposed Union Pacific–Norfolk Southern merger presents a real opportunity to strengthen these connections. Improved coordination between the two rail systems would enhance freight efficiency, ease highway congestion along key corridors like I-20, and better link West Texas producers with major national and international markets. Those improvements mean lower costs, more predictable supply chains, and new opportunities for employers across the region.

For a hub like Abilene—where agriculture, manufacturing, and logistics converge—stronger rail service is more than a convenience; it's a competitive advantage. Continued investment in rail infrastructure also signals a commitment to safety, sustainability, and long-term economic vitality for our community.

I respectfully urge the Surface Transportation Board to approve this merger and help ensure that Abilene and the West Texas region remain connected, competitive, and ready for the future.

sincerely,

Weldon Hurt
Mayor of Abilene

cc: Member Schultz
Member Hedlund

Mayor and City Council
555 Walnut Street
Abilene, Texas 79601
325.676.6205
ABILENETX.GOV

CITY OF ABILENE TEXAS

Oct. 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the former Mayor of Aiken, South Carolina, I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

When I first ran for local office, my goal was to strengthen my hometown by improving quality of life and promoting sustainable economic growth. This merger builds upon that same vision – creating broader opportunities for communities across South Carolina and beyond.

Through both my public service and experience as a third-generation business owner, I have seen how investment in infrastructure drives prosperity. Modernizing and expanding our rail network will unlock growth for businesses of all sizes, enhancing the ability to compete in an ever-moving economy.

The combined UP-NS network – spanning more than 50,000 route miles across 43 states – would provide local manufacturers greater market access, more efficient shipping options, and expanded opportunities across North America. These improvements would be especially valuable in South Carolina, where more than 6,200 businesses exported goods in 2023 – 84 percent of them being small and mid-sized businesses. Our state's economy depends on these businesses, which deserve seamless access to new markets and opportunities.

The benefits will also extend to consumers. Greater efficiency in freight transportation translates to lower costs, greater savings, and improved access to the goods and services families rely on every day. Importantly, these improvements come through private-sector investment – not taxpayer dollars – delivering economic growth without added public expense.

I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant economic benefits it will deliver to American businesses, consumers, and communities alike.

Thank you for your consideration.

Sincerely,



Rick Osbon

cc: Member Schultz
Member Hedlund

THE CITY of Altoona

November 10,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As City Administrator for the City of Altoona, WI, I understand how reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Altoona, which was founded on the need for expanded railroad service, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mike Golat, City Administrator

cc: Member Schultz
Member Hedlund

CITY OF ASHTABULA

OFFICE OF CITY MANAGER
MUNICIPAL BUILDING
4250 Lake Avenue
Ashtabula, OH 44004

JAMES M. TIMONERE
CITY MANAGER

Office (440) 992-7103
Fax (440) 992-4515

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The City of Ashtabula has a long and storied history with our railroads. They have been an essential part of our economy, providing jobs to our residents and moving commodities to and from our Historic Harbor off of Lake Erie. Reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

James M. Timonere

cc: Member Schultz
Member Hedlund

ANDREA L. BOONE
Councilmember, District 10

CITY OF ATLANTA

55 Trinity Avenue, S.W.
Suite 2900
Atlanta, Georgia 30303
Telephone: (404) 330-6055

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a city of Atlanta Councilmember in District 10 I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Best,

Andrea L. Boone

LARRY MEANS, *Mayor*
MANDY CASH, *City Clerk/Treasurer*
JOHNNIE SUE GILBERT, *Court Clerk*
RICHARD RHEA, *City Attorney*
DAKOTA PARRISH, *Revenue Officer*
JASON NICHOLSON, *City Engineer*

City of Attalla FOUNDED 1870
"The Birthplace of Alabama Power"

Council Members
DUANE BALL, *District 1*
ANTHONY CYLAR, *District 2*
DONALD OLIVER, *District 3*
JOE HEREFORD, *Mayor Pro Tem, District 4*
BOB CROSS, *District 5*

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a current Mayor and former State legislator, I feel firmly that reliable rail service is vital to our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger presents an opportunity to fortify these connections and yield long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and maintains our community's competitiveness in a growing economy. Furthermore, faster intermodal lanes will attract container freight to rail services over truck services, thereby reducing trucks on public roads which I consider essential. It is also important to note that the merger will create uninterrupted shipping serv ice between the Pacific and Atlantic coasts linking ports, military facilities and manufacturers more directly.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Larry Means
Mayor
City of Attalla

cc: Member Schultz
Member Hedlund

Augusta
GEORGIA

Office of the Mayor

Garnett L. Johnson
Mayor

Rail Connectivity for the Growth of Augusta's Future

A recently announced merger has the power to revolutionize Augusta's future.

The Union Pacific (UP) and Norfolk Southern (NS) merger would create America's first true transcontinental railroad, which would stretch across 43 states and bring nearly every corner of North America within reach. For Augusta, that means stronger connectivity, expanded markets, and new opportunities for growth.

As both the Mayor of Augusta and small business owner, I see every day how our city's growth depends on connections between employers and workers, between products and markets, and between Augusta, the state of Georgia, and the nation as a whole. The UP-NS merger would strength those ties, creating a more efficient coast-to-coast supply chain that lowers costs for businesses and families alike. When goods move faster and more reliably by rail, manufacturers save on shipping, businesses avoid delays, and customers benefit from affordable prices.

These efficiencies matter here in Augusta because our city was built on industry. Nearly two centuries ago, the construction of the Augusta Canal transformed us from an agrarian economy to an industrial hub. This legacy continues today, with Augusta-Richmond County ranking sixth in the state for imports and exports through the Port of Savannah. In 2023 alone, Augusta-Richmond County exported $1.2 billion in goods through the Port of Savannah the fastest growing port on the East and Gulf coasts. Local companies like Textron's E-Z-GO, John Deere, and NutraSweet all depend on reliable transportation networks to get their products to market.

Georgia's role in the global economy underscores why these connections matter. In 2024, our state ranked 12th among U.S. exporters, with $53.1 billion in goods shipped worldwide a 35 percent increase over the past decade. Those exports supported an estimated 168,000 jobs, or 6.4 percent of state GDP. Behind every one of those numbers is a worker, a family, and a community whose livelihood depends on strong, reliable supply chains.

The UP-NS proposal would not only strengthen Georgia's competitiveness, but also sustain unionized, family-supporting jobs by boosting the competitiveness of freight rail, which increasingly relies on contract labor. Strengthening rail means protecting good jobs and ensuring the people who keep our economy moving can build secure futures.

My leadership has always been guided by three principles: growth, action, and results. Success is not about numbers on a page, it's about people. And for the people of Augusta, this merger represents a once-in-a-generation opportunity to cement our role as a manufacturing leader, connect to new opportunities, and deliver lasting prosperity.

Approving this merger means more than expanding rail lines; it means investing in Augusta's future, a future where our businesses, workers, and families are positioned to thrive for decades to come.

By: Garnett L. Johnson

535 Telfair Street • Suite 200 • Augusta, GA 30901
706.821.1831 • Fax: 706.821.1835
www.augustaga.gov

CITY OF BAY CITY

SCOTTY JONES
INTERIM CITY MANAGER

ANNE MARIE ODEFEY
CITY ATTORNEY

JEANNA THOMPSON
CITY SECRETARY

CITY COUNCIL

ROBERT K. NELSON
MAYOR

JIM FOLSE
MAYOR PRO TEM

SUSAN REARDON
BRAD WESTMORELAND

BENJAMIN FLORES
BLAYNE FINLAY

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Bay City, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

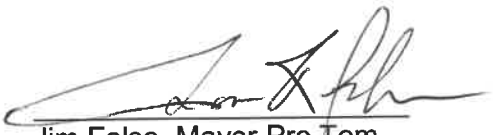
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Jim Folse, Mayor Pro Tem
City of Bay City, TX

cc: Member Schultz
Member Hedlund

City of Bellevue

165 Bellevue Way, Bellevue OH 44811

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Safety Service Director for the City of Bellevue, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy. I look forward to working with everyone in regard to more investment in the rail infrastructure and appreciate the current and future work in aiding us with our growing economy.

On behalf of Norfolk and Southern Corporation, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
William Brugnone

cc: Member Schultz
Member Hedlund

KEVIN STRECKER
Mayor
RONALD L SMITH
Council President

WILLIAM J BRUGNONE
Safety-Service Director
PATRICK S SMITH
City Auditor

DAVE SABO
Economic Development Director
DAVID W FREITAG
Treasurer

WEBSITE: www.cityofbellevue.com
PHONE: 419-484-8400

City of Bellevue
NEBRASKA
We Influence The World!

1500 Wall Street
Bellevue, Ne. 68005
402.293.3022

Office of the Mayor

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As the Mayor of Bellevue, Nebraska, I understand firsthand how critical reliable rail service is to the success of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a valuable opportunity to strengthen these essential connections and deliver long-term benefits to communities like ours.

This merger promises faster, more dependable service, reduced congestion, and expanded market access for our regional industries. It also represents a continued commitment to investing in rail infrastructure—enhancing safety, creating jobs, and helping ensure our community remains competitive in an increasingly interconnected economy.

On behalf of the City of Bellevue, I respectfully urge the Surface Transportation Board to approve this merger. Doing so will allow our city and others to benefit from the efficiencies, economic development, and broader connectivity this partnership is expected to bring—regionally, nationally, and globally.

Sincerely,

Rusty Hike
Mayor, City of Bellevue, Nebraska

City of Bellevue

165 Bellevue Way, Bellevue OH 44811

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of the City of Bellevue, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. As a city with multiple railways, we look forward to less congestion and an expanded market. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Norfolk and Southern Corporation, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Kevin Strecker

cc: Member Schultz
Member Hedlund

KEVIN STRECKER
Mayor
RONALD L SMITH
Council President

WILLIAM J BRUGNONE
Safety-Service Director
PATRICK S SMITH
City Auditor

DAVE SABO
Economic Development Director
DAVID W FREITAG
Treasurer

WEBSITE: www.cityofbellevue.com
PHONE: 419-484-8400

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Big Sandy, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. **Our town exists solely because of the railroad.** Initially called Chilton, it sat on a hill that was too steep for the train to climb, so the town moved and was named Ferguson. Land near Ferguson was determined to be too swampy for the Tyler Tap, so once again the townspeople moved to present day Big Sandy.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

We are so proud of our heritage and current relationship with Union Pacific and I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Linda Baggett, Mayor
City of Big Sandy, Texas
903-720-4021
popdobbie@gmail.com

cc: Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

I am addressing you as Mayor of the City of Blackfoot, Idaho and I want to stress the importance of reliable rail service to our agrarian economy as well as to other local businesses. The proposed Union Pacific-Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger appears to provide faster, more dependable service, reduced congestion, and expanded market reach for our produce shipments and for our commercial businesses. It also means continued investment in rail infrastructure and enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of the Greater Blackfoot Community, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies and opportunities it will bring. We look forward to the huge potential to significantly increase connections to other communities regionally and nationally.

Sincerely,

Marc Carroll, Mayor

MARC CARROLL
Mayor, City of Blackfoot
157 N Broadway • Blackfoot, Idaho 83221
Office 208-785-2756 • Email mayor@cityofblackfoot.org
www.cityofblackfoot.org

OFFICE OF THE MAYOR
MAYOR: Lauren McLean

14 November 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

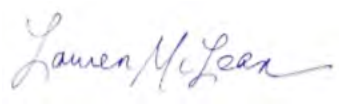
Dear Chairman Fuchs:

As Mayor of Boise, Idaho, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of City of Boise, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Lauren McLean
Mayor
Boise, Idaho

cc: Member Schultz
Member Hedlund

Office of the Mayor
BOSSIER CITY, LOUISIANA

Thomas H. Chandler
MAYOR

620 BENTON ROAD
POST OFFICE BOX 5337
BOSSIER CITY, LA 71171-5337
(318) 741-8501

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Bossier City, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,

Thomas H. Chandler
Mayor

CITY OF CASA GRANDE | STRONGER UNITED
510 E. Florence Blvd., Casa Grande, Arizona 85122
(520) 421-8600 | www.CasaGrandeAZ.gov

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, the City of Casa Grande is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our community depends on efficient, reliable, and cost-effective rail service to meet the needs of companies and ensure the safe, timely delivery of our products across the country. Our manufacturing and logistics companies transport their products to markets throughout the country and around the globe. American freight rail network is a critical component of their supply chain, allowing them to move large volumes efficiently and sustainably. We understand the importance of rail to our companies and to the national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our companies have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific benefactors like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling our companies to deliver more goods to more customers and consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our companies' ability to access a broader geographic footprint will allow them to better serve their customers and reach new ones helping them to prosper and expand creating more jobs and generating additional tax revenue for the city that will enable us to enhance the quality of life of our residents.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Lisa Navarro Fitzgibbons
Mayor

cc: Member Schultz
Member Hedlund

Cayce
Time for Life

Councilman Hunter Sox
District 3
(803) 479-2784

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a member of the Cayce City Council, I've seen firsthand how transportation infrastructure shapes opportunity in our community. Freight rail plays a vital role in keeping our local economy moving — from supporting manufacturers and distributors to connecting South Carolina businesses with national markets.

That's why I believe the proposed merger between **Union Pacific (UP)** and **Norfolk Southern (NS)** is an important step forward. This merger will improve efficiency, reduce costly interchange delays, and strengthen the reliability of our rail system for businesses of all sizes. For communities like Cayce, where the Norfolk Southern R-line and Thoroughbred Bulk Terminal are key parts of our industrial landscape, that reliability means more opportunity, more investment, and more jobs.

The merger's benefits extend beyond Cayce. A seamless coast-to-coast rail network will boost freight capacity at the **Port of Charleston** and expand access to markets across the Southeast. That kind of connectivity supports growth, strengthens supply chains, and positions South Carolina to stay competitive in a rapidly changing economy.

Union Pacific and Norfolk Southern have both demonstrated their commitment to safety, workforce stability, and community partnerships. This merger builds on that foundation, ensuring that progress in the freight sector continues to translate into real economic benefits for families and small businesses here at home.

For these reasons, I respectfully urge the Surface Transportation Board to approve the proposed merger. Strengthening our rail system strengthens South Carolina — and

communities like Cayce stand ready to help lead that growth.

Sincerely,



Hunter Sox
Cayce City Councilman – District 3
City of Cayce, South Carolina

1800 12th Street | PO Box 2004 | Cayce SC 29171
P 803 796 9020 | F 803 796 9072
caycesc.gov

Mayor Pro Tem Timothy James
District 1
(803) 309-0140

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Mayor Pro-Tem of the City of Cayce, SC, as well as the Chief Executive Officer and President of the Greater Cayce-West Columbia Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). At a moment of national rejuvenation, this merger represents a timely opportunity to strengthen the efficiency, safety, and overall competitiveness in our nation's freight rail system – while also delivering meaningful economic benefits to local businesses across the country.

It is evident that the UP and NS merger would improve operational efficiency by reducing interchange delays that often make rail risky and prohibitively expensive for small businesses. By creating an uninterrupted cross-country rail line, the combined network will enable businesses to move goods more efficiently, safely, and affordably. This improvement will not only make communities like Cayce more attractive to manufacturers but also expand market access for small and mid-sized businesses across the country.

Our community, specifically Cayce, located just outside Columbia, SC – which is home to a portion of Norfolk Southern's R-line and the Norfolk Southern Thoroughbred Bulk Terminal (TBT) – stands to benefit directly from this merger. Increased business activity will generate new job opportunities in and around the rail industry, while UP's commitment to protecting jobs ensures existing workers will continue to enjoy stable, well-paying employment. Moreover, a seamless coast-to-coast network will strengthen the Port of Charleston and the Navy Base Intermodal Facility, drive greater commercial activity, and support broader economic growth across South Carolina and the Southeast.

For these reasons, I respectfully urge the Surface Transportation Board to approve the proposed UP–NS merger. This merger represents a forward-looking investment in the future of America's transportation infrastructure and in the continued economic vitality of communities like Cayce and others across the Palmetto State.

Sincerely,

Timothy M. James
Mayor Pro Tem-Cayce
President- Greater CWC Chamber of Commerce
803-794-6504

cc: Member Schultz
Member Hedlund

Cedar City

10 North Main Street • Cedar City, UT 84720
435-586-2950 • FAX 435-586-4362
to www.cedarcityut.gov

Mayor
Garth O. Green

Council Members
Robert Cox
W. Tyler Melling
R. Scott Phillips
Ronald Riddle
Carter Wilkey

City Manager
Paul Bittmenn

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Cedar City, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Cedar City, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Garth O. Green
Cedar City Mayor
10 North Main Street
Cedar City UT, 84720

cc: Member Schultz
Member Hedlund

CITY OF CHATTANOOGA
Mayor Tim Kelly

Nov 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Chattanooga is a key rail hub in our nation's transportation network for both Norfolk Southern and one of its competitors, a boon that helps feed our regional economy while also affecting how we support the evolving needs of our residents.

As Chattanooga works to attract and retain advanced manufacturers, add passenger rail service through the Corridor ID program, and redevelop blighted portions of the city, our future success will depend in part on the improvements this merger could bring: faster, more dependable service, capital investments in rail infrastructure, reduced congestion, and expanded market reach for our businesses, just to name a few.

During my time as mayor, Norfolk Southern has proven itself a reliable and accessible partner, as well as a key component of our ability to better serve our growing, changing community. I support any merger, including that of Union Pacific and Norfolk Southern, that will lead to even more opportunities for community and business growth in partnership with this new transcontinental railroad. Such a railroad would benefit our country, our state, and our city.

So in the spirit of continuing the great partnership we've built with Norfolk Southern, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities that a transcontinental railroad partner will bring to the table.

Cordially,

Tim Kelly
Mayor of Chattanooga

cc: Member Schultz
Member Hedlund

101 E 11th Street Suite 300 | Chattanooga, TN 37402 | Office: (423) 643-7200 | Fax: (423) 643-7226

OFFICE OF THE MAYOR
2101 O'Neil Avenue
Cheyenne, WY 82001
(307) 637-6300
(307) 637-6378 FAX
www.cheyennecity.org

A COMMUNITY OF CHOICE

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Cheyenne, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our economy—safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world.

Union Pacific has long been a valued transportation partner for Cheyenne and the region, providing efficient, reliable, and cost-effective service to businesses both large and small. The American freight rail network is not only vital to economic growth, but it is also among the most sustainable modes of transportation available—reducing highway congestion, emissions, and wear on public infrastructure.

The proposed merger presents a unique opportunity to strengthen this network and deliver meaningful benefits to shippers, consumers, and communities across the country, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Streamlined operations and fewer interchanges will allow goods to move more efficiently, helping businesses reach customers faster and more competitively.
- **Increased Investment:** A unified transcontinental network will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Market Reach:** A broader geographic footprint will open new markets for regional products and strengthen overall supply chain resilience.

At the same time, it is important that these improvements continue to balance efficiency with safety, sustainability, and long-term community benefits. With thoughtful implementation, this merger can enhance service dependability, support economic development, and create opportunities for infrastructure investment and job growth—all while upholding the high safety and environmental standards that define modern freight rail.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant benefits it offers to Cheyenne, the State of Wyoming, and the national economy.

Sincerely,



Patrick Collins, Mayor
City of Cheyenne

cc: Member Schultz
Member Hedlund

Peter Chico
Alderman, 10th Ward
10500 S. Ewing Ave, 1st FL.
Chicago, IL, 60617
Office: 773-768-8138
Ward10@cityofchicago.org

City Council
City of Chicago

Council Chamber
City Hall, 2nd Fl, Room 200
121 N. LaSalle Street
Chicago, IL, 60602

Committee Memberships
Rules
Education & Child Development
Economic, Capital & Technology Development
License & Consumer Protection
Pedestrian & Traffic Safety
Public Safety
Workforce Development

November 7, 2025

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board 395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I, Alderman Peter Chico 10th Ward of Chicago, Illinois, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses that are large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy

Sincerely,

Peter Chico
Alderman, 10th Ward
City of Chicago

cc: Member Schultz & Member Hedlund

CHICKASHA

Office of the City Manager

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Chickasha, Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Jim Crosby

cc: Member Schultz
Member Hedlund

October 16,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor Pro Tem of the City of Colfax, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Mayor Pro Tem Caroline McCully

cc: Member Schultz
Member Hedlund

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Colfax CA, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Ron Walker

Ron Walker

cc: Member Schultz
Member Hedlund

Accountability - Dedication
Honesty - Integrity - Respect

City Hall | Administrative Office
2500 14th St., Suite 3
Columbus, NE 68601
402-562-4220
www.columbusne.us

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Columbus, Nebraska, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure by enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of the City of Columbus, Nebraska, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring by connecting our communities regionally, nationally, and across the globe.

Sincerely,

James B. Bulkley, Mayor

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Peter Zanoni
CITY MANAGER

PO Box 9277
Corpus Christi
Texas 78469-9277
Phone 361-826-3220
Fax 361-826-3839
Peterz@cctexas.com
www.cctexas.com

Dear Chairman Fuchs:

As City Manager of the City of Corpus Christi, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. The City of Corpus Christi's mission is to provide quality services that strengthen our community and improve the quality of life for all residents through responsible stewardship, economic vitality, and innovative infrastructure. This mission aligns directly with the goals of the proposed merger, which aims to enhance regional connectivity, promote sustainable transportation, and support the long-term prosperity of our city and state.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Peter Zanoni,
City Manager

cc: Member Schultz
Member Hedlund

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Council Bluffs, Iowa, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Mayor Matt Walsh

cc: Member Schultz
Member Hedlund

City of Council Bluffs – Mayor's Office
209 Pearl Street | Council Bluffs, IA 51503 | (712) 890-5269 | councilbluffs-ia.gov
Equal Opportunity Employer

JASON EISENBEIS, City Administrator
SHELLY ANDREWS, City Clerk/Collector
DAN TURNER, Public Works Director
ROBERT SULLIVAN, Bldg./Planning Director
BARB HALTER, Finance Officer
CHAD HELMS, Chief of Police
TONY BOVA, Fire Chief
THURMAN, HOWALD, WEBER, SENKEL & NORRICK, City Attorneys

Mike Osher, Mayor

CITY OF CRYSTAL CITY EST. 1911

JOHN BAILEY, First Ward
JACK GINNEVER, First Ward
RICK FISCHER, Second Ward
KARRY FRIEDMEYER, Second Ward
KENNETH BRADLEY, Third Ward
TAYLOR MASSA Third Ward
JOHN WINKELMAN, Fourth Ward
JEFF KEMPFER, Fourth Ward
HANLEY CHERRY, City Treasurer

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Administrator of the City of Crystal City, Missouri, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,



Jason M. Eisenbeis, MBA
ICMA – Credentialed Manager
City Administrator
Crystal City, MO 63019
j.eisenbeis@crystalcitymo.org

cc: Member Schultz
Member Hedlund

130 Mississippi Ave.
Crystal City, Missouri 63019
(636)-937-4614
FAX (636)-931-4634

November 5, 2025,

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Dallas City Council, I write in strong support of the proposed merger between Union Pacific and Norfolk Southern railways. This merger represents an important opportunity to strengthen our national rail network while delivering meaningful benefits to Dallas and the broader North Texas region.

Dallas is one of the nation's most important transportation and logistics hubs. Our city's economy depends on efficient rail connections that move goods swiftly and reliably across the country. By combining the strengths of Union Pacific and Norfolk Southern, this merger will enhance network fluidity, reduce congestion in key freight corridors, and improve service reliability for Dallas businesses that rely on rail to move products and materials.

Additionally, a more integrated rail system will help reduce truck traffic on our highways, lowering emissions and easing roadway congestion — outcomes that align with our city's economic and environmental goals.

For these reasons, I respectfully urge the Surface Transportation Board to approve this merger. The strengthened network will support economic growth, enhance supply chain resilience, and ensure Dallas remains at the center of America's rail-driven prosperity.

Sincerely,

Adam Bazaldua
Dallas Councilmember – District 7

cc: Member Schultz
Member Hedlund

City of De Soto

17 Boyd Street
De Soto, MO 63020-1747

10-8-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of De Soto, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Todd Melkus
City Manager
City of De Soto, Missouri

cc: Member Schultz
Member Hedlund

CITY OF DENISON

City Hall
300 W. Main Street
Denison, TX 75020

903.465.2720 | Phone

October 7, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Denison, Texas, I am writing on behalf of the entire City of Denison, Texas City Council, to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

Robert Crowley
Mayor

Michael Courtright
Council Place 1

James Thorne
Council Place 2

Joshua Massey
Council Place 3

Spence Redwine
Council Place 4

Aaron Thomas
Council Place 5

Teresa Adams
Council Place 6

Bobby Atteberry
Interim City Manager

Moving Forward. Kicking Back.

Denison
TEXAS

The Denison City Council respectfully urges the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Robert Crawley, Mayor
City of Denison, Texas

cc: Member Schultz
Member Hedlund

Moving Forward. Kicking Back.

City of Dixon
121 West Second Street Dixon, Illinois 61021 Telephone (815) 288-1485
www.discoverdixon.org

CITY DEPARTMENTS
Administration
Airport
Building
Cemetery
Fire
Library
Police
Public Works
Waste Water
Street
Water

October 8, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Lee County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Dixon, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Matt Heckman
Assistant City Manager/ Public Works Director

cc: Member Schultz
Member Hedlund

OFFICE OF THE MAYOR
ROCHELLE ROBINSON

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the City of Douglasville, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Douglasville is a proud part of Georgia's growing logistics and industrial corridor. Our city's success depends in large part on the strength and reliability of the freight rail network that connects our manufacturers and distribution centers to markets across the nation. The proposed merger between Union Pacific and Norfolk Southern represents a significant opportunity to enhance those connections, creating a more efficient, resilient, and competitive rail system that directly benefits communities like ours.

Our local industries — from advanced manufacturing and food production to building materials and consumer goods — rely on dependable freight service to move products swiftly and affordably. A stronger, more coordinated rail network will reduce supply chain bottlenecks, improve transit times, and expand access to markets throughout the Southeast and beyond.

Moreover, increased rail efficiency can help relieve pressure on our highways, reduce emissions from truck traffic, and support the sustainability goals shared by our city and our business community. These improvements translate into tangible economic advantages: stronger industrial growth, job creation, and continued investment in Douglasville's future.

As Mayor, I strongly support this merger as a step toward modernizing and strengthening America's freight rail system. The benefits to Georgia's industries, workforce, and communities will be substantial — and Douglasville stands ready to continue doing its part to power the region's growth.

Thank you for your consideration and for recognizing the importance of this merger to communities like ours.

Sincerely,

Rochelle Robinson

Rochelle Robinson
Mayor, City of Douglasville

THE CITY OF DURANT

Office of the City Manager

DURANT
· OKLAHOMA ·

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Durant, Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Pamela J. Polk

cc: Member Schultz
Member Hedlund

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Eagle Pass, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Aaron R. Valdez

Mayor Aaron Valdez

cc: Member Schultz
Member Hedlund

Oct. 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Proposed Merger of Union Pacific and Norfolk Southern Railroads

Dear Chairman Fuchs,

Eddyville is a small town that consistently punches above its weight when it comes to industry and economic impact. Several major companies have chosen to make Eddyville their home—an achievement that stems from the hard work of our residents, our strategic location, and our deep agricultural roots. A key factor in this success has been our access to rail. The railroad network that serves Eddyville provides a vital link to markets across the country, enabling our local businesses to grow and thrive.

The proposed merger between Union Pacific and Norfolk Southern represents an exciting opportunity for communities like ours. Eddyville's business partners are the backbone of our local economy, and this merger has the potential to strengthen not only the national transportation system but also our town's industrial base. Enhanced rail connectivity will open new markets, create more direct routes, and improve overall shipping efficiency.

Reduced transportation times translate directly into business growth. Faster, more reliable delivery options will help our industries meet tight deadlines and expand their reach. Even saving a day or two in transit can make enough difference—allowing companies to compete more effectively and pursue new opportunities. These benefits will fuel further economic development in Eddyville and in communities across the nation.

On behalf of the City of Eddyville, I respectfully urge the Surface Transportation Board to approve this merger. This is more than a partnership between two railroads—it is a chance to strengthen America's transportation infrastructure, empower American industry, and ensure continued prosperity for towns like ours.

Sincerely,
Mayor Doug Greenlee
City of Eddyville, Iowa

Doug Greenlee

cc: Member Schultz
Member Hedlund

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senior Assistant General Counsel of the El Paso Water Utilities I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. I am hopeful to see investment in the El Paso area, as inclusion in a transcontinental railroad would have an immensely positive impact in the region.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Michaela Ainsa Grambling

cc: Member Schultz
Member Hedlund

CITY OF ELLIS

815 Jefferson Street • Ellis, Kansas 67637

(785) 726-4812 • Fax (785) 726-4159 www.ellis.ks.us

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Ellis, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth - it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads - it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mayor David R. McDaniel
City of Ellis

cc: Member Schultz
Member Hedlund

Printed On Recycled Paper

City of Evanston Wyoming

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Evanston, WY, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

As the Mayor, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring.

Sincerely,

Kent Williams
Mayor, Evanston, WY

cc: Member Schultz
Member Hedlund

CITY OF FAIRBURY

Kelly Davis, Mayor

P.O. Box 554, 612 D Street- Fairbury, NE 68352

*Phone 402-729-2476 * Fax 402-729-3906* www.fairburyne.org*

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the city of Fairbury, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the city of Fairbury, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Kelly Davis, Mayor

cc: Member Schultz
Member Hedlund

FALLS CITY
NEBRASKA
PASSIONATE • PROVEN • PROSPEROUS

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Falls City, Nebraska, I recognize the vital role that reliable and efficient rail service plays in supporting our local economy. Falls City has long served as a regional hub for agriculture, manufacturing, and logistics, and continued rail connectivity is essential for the movement of goods, attraction of new investment, and long-term economic growth of our community.

At its regular meeting held on October 20th, 2025, the Falls City Council voted unanimously to authorize and support the drafting of this letter endorsing the proposed Union Pacific–Norfolk Southern merger. The Council recognizes that this merger represents an opportunity to strengthen critical rail connections that directly impact our businesses and residents. Improved coordination between the two rail networks would enhance service reliability, reduce congestion, and expand market reach for businesses in and around Falls City. More efficient freight service means our agricultural producers, manufacturers, and distributors can remain competitive in both domestic and international markets.

Equally important, the merger supports continued investment in rail infrastructure that promotes safety, job creation, and sustainable growth. Falls City's strategic location near key north-south and east-west rail corridors positions our community to benefit from these system improvements and the broader efficiencies they will bring.

On behalf of the Mayor and City Council of the City of Falls City, I respectfully urge the Surface Transportation Board to approve this merger. Doing so will help ensure that our community and region remain well-connected, economically vibrant, and positioned to contribute to a stronger national transportation network.

Sincerely,

Anthony Nussbaum
City Administrator/Clerk/ Treasurer

2307 Barada Street
Falls City, NE 68355

www.fallscitynebraska.org

Phone: 402.245.2851
Fax: 402.245.2741

CITY OF FERNLEY
Mayor's Office

Mayor & City Council
Legislative
Public Policy

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of the City of Fernley, in the State of Nevada, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Neal E. McIntyre
Mayor City of Fernley

Cc: Member Schultz
Member Hedlund

595 Silver Lace Boulevard ♦ Fernley, NV 89408 ♦ Telephone: 775-784-9857 ♦ Fax: 775-784-9809
www.cityoffernley.org

OFFICE OF THE MAYOR
Acquanetta Warren, Mayor

Tel: 909-350-6732
Email: awarren@fontanaca.gov

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of Fontana, California, I write to express support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our economy, safely moving goods that power industries and connecting communities to markets nationwide and globally. Union Pacific has long been an essential transportation partner for our city, providing efficient, reliable, and cost-effective service to businesses large and small.

The proposed merger offers an opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

• Improved Service Reliability: More direct routes and greater operational flexibility will prevent disruptions and improve schedule dependability.
• Reduced Transit Times: Eliminating certain interchanges will speed goods movement, helping businesses reach customers faster and more competitively.
• Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and safety systems.
• Expanded Reach: A broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than railroads, it's about securing the future of our transportation network and keeping American freight rail globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our local, state, and national economy.

Sincerely,

ACQUANETTA WARREN
Mayor of the City of Fontana

CITY OF
FREMONT
NEBRASKA

400 East Military Avenue, Fremont, NE 68025-5141

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of Fremont, Nebraska, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of our community, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Joey Spellerberg
Mayor, City of Fremont

cc: Member Schultz
Member Hedlund

CITY OF GRAND ISLAND

Working Together for a Better Tomorrow. Today.

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Grand Island, Nebraska, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely yours,

CITY OF GRAND ISLAND

Roger G. Steele

Roger G. Steele, Mayor

cc: Member Schultz
Member Hedlund

City of Greeley Colorado

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Acting Director of the Economic Development and Urban Renewal (EDUR) at the City of Greeley in Greeley, CO, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Michelle Claymore, CEcD

cc: Member Schultz
Member Hedlund

CITY OF GREEN RIVER

460 E. Main St. Green River, UT 435-564-3448

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Board,

As the City Manager of Green River, Utah, I'm writing to share our support for the proposed merger between Union Pacific and Norfolk Southern.

In a rural community like ours, freight rail isn't just part of the supply chain; it's the lifeline that connects our businesses, our farmers, and our industries to the rest of the country. Union Pacific has been a steady partner in that work for decades. The reliability of that connection is one of the reasons Green River has been able to grow and attract new opportunities.

This merger offers a chance to build on that foundation. A single transcontinental railroad, linking Union Pacific's western network with Norfolk Southern's eastern reach, has the potential to make freight movement more reliable and more competitive. For towns like ours, that means fewer delays, better access to markets, and a stronger platform for the businesses we're trying to grow.

We know that when the supply chain works better at the national level, it works better for us here on the ground. For this reason, among many others across this ecosystem, we believe the merger deserves favorable consideration.

Thank you for your attention to this matter and for your work in safeguarding a competitive and resilient rail network.

Sincerely,

Edward Castro Bennett, MBA
City Manager
City of Green River, Utah
435-242-6174
ebennett@greenriver.utah.gov
https://greenriver.utah.gov

CITY of GREEN RIVER
FISH IT. FLOAT IT. LIVE IT.
WYOMING

PETE RUST, MAYOR
50 E 2nd North Street, Green River, WY 82935
(307) 872-0599
prust@grwyo.org

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of the city of Green River, Wyoming, where the railroad is vital to our city and our history, I feel compelled to offer my support for the proposed merger between Union Pacific and Norfolk Southern rail companies.

Rail has been and continues to be a significant benefit to our local and state economy. From moving the goods that power our local extraction industries, and other small and large businesses, while connecting our communities to markets across the nation and the world, Union Pacific has long been an essential transportation partner. The rail network is not only critical to our economic growth, but it is one that compliments other alternative transportation modes providing safe and economical options for those who use it.

The proposed merger offers opportunity to strengthen the overall network helping shippers, consumers and communities. There are tangible benefits that this merger can bring including:

- Improved service reliability through direct routes providing operational flexibility and minimizing service disruptions.
- Reduced transit times helping to improve transportation speed across the system.
- Increased investment that will help update an aged infrastructure while improving technology and safety.
- Expanded reach which can open new markets for our state's products and help ensure supply chain efficiencies.

This merger, if successful, can help secure the future of our national transportation network. It will also support development across the system all the way down to our local communities.

On behalf of the City of Green River, I respectfully urge the Surface Transportation Board to recognize the benefits it will bring across the country but especially to our state, cities, and towns, and to give full and favorable consideration to the merger proposal so we can take advantage of the efficiencies, investments and opportunities it could bring.

Sincerely,

Pete Rust

Pete Rust, Mayor City of Green River

The Green River City Council

Cc: Member Schultz

Member Hedlund

City of Havre de Grace
711 PENNINGTON AVENUE, HAVRE DE GRACE, MARYLAND 21078 410-939-1800
WWW.HAVREDEGRACEMD.COM

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of the City of Havre de Grace, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

William T. Martin
Mayor

cc: Member Schultz
Member Hedlund

CITY OF Hays

CITY COMMISSION
SANDY JACOBS, MAYOR
MASON RUDER, ALAINA CUNNINGHAM
REESE BARRICK, SHAUN MUSIL

CITY MANAGER
TOBY DOUGHERTY
DEPUTY CITY MANAGER
COLLIN BIELSER

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Hays, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Toby Dougherty
City Manager

cc: Member Schultz
Member Hedlund

CITY OF
HEARNE
Crossroads of Texas

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the **City of Hearne**, I write to express our strong support for the proposed merger between **Union Pacific** and **Norfolk Southern**.

The City of Hearne has a deep and historic connection to the railroad industry — our community was built at the crossroads of commerce and transportation, and rail continues to play a central role in our economic vitality today. Freight rail has long been the backbone of Texas's economy, safely and efficiently moving the goods that fuel our industries, serve our farmers, and connect communities like Hearne to markets across the nation and beyond.

Union Pacific has been a longstanding partner to our city and region, providing essential transportation services that help sustain local jobs, attract new businesses, and support our ongoing efforts to develop industrial and commercial opportunities. Freight rail is not only critical to our economy — it is one of the most sustainable forms of transportation, reducing congestion on highways and helping lower carbon emissions across our state.

The proposed merger presents a unique opportunity to **strengthen the national rail network** and deliver significant benefits to cities like Hearne, as well as to the broader regional and national economy. The City of Hearne anticipates that this consolidation will:

- **Enhance Service Reliability:** Streamlined operations and expanded routing flexibility will improve consistency and minimize service interruptions.
- **Reduce Transit Times:** More direct connections and fewer interchanges will allow goods to move faster, giving Texas producers and manufacturers a stronger competitive edge.
- **Increase Investment:** A more unified transcontinental network will attract new capital for infrastructure improvements, technological innovation, and advanced safety systems that benefit communities along the rail corridor.
- **Expand Market Reach:** Greater connectivity across regions will open new trade opportunities, strengthen supply chains, and enhance economic resilience for communities like ours.

This merger is about more than railroads — it is about **securing the future of America's freight transportation network**, fostering economic development, and ensuring that cities such as Hearne remain connected to the engines of national growth and global commerce.

On behalf of the City of Hearne, I respectfully urge the **Surface Transportation Board** to give full and favorable consideration to this proposal. The continued strength and efficiency of our freight rail system are essential to the prosperity of Hearne, the State of Texas, and the nation as a whole.

Sincerely,

V Alonzo Echavarria-Garza

Helper City
58 South Main Street
PO Box 221
Helper, Utah 84526
(435) 472-5391

Mayor
Lenise Peterman

Council Members
Bob Olson
David Dornan
David Palacios
Edward Chavez
Lori Barrett

To Whom It May Concern,

This letter is to indicate support of the proposed Union Pacific – Norfolk Southern Merger. This historic agreement will form America's first transcontinental railroad and Helper is, at its' heart, a rail community. This merger will enhance supply chains, ignite new economic growth and support sustainable logistics nationwide from the Atlantic to the Pacific.

The increased service offerings such as single-line service and enhanced competition will also aid in addressing underserved areas and strengthen opportunities. More positives include faster transit times, increased reliability and customer visibility. In the course of this merger, all parties have committed to preserving union jobs while accelerating technological advancements. The overall objective is to create a faster and more efficient service which allows other entities to take advantage of these services in support of their customers.

Union Pacific has been a stronger supporter of our small, rural community and it is our honor to return that support for this proposed merger.

Thank you for your consideration in this effort.

Sincerely,
Lenise Peterman
Lenise Peterman
Helper City Mayor

CITY OF
HERMANN
1902 JEFFERSON STREET ▲ HERMANN, MO 65041

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Administrator of the City of Hermann, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Patricia Heaney, City Administrator

cc: Member Schultz
Member Hedlund

CITY OF HERINGTON

11/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of Herington, KS I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Thatcher Moddie

cc: Member Schultz
Member Hedlund

Martha Castex-Tatum
City of Houston Mayor Pro-Tem
City Council District K

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20243

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As a community stakeholder in Houston, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure; enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

Union Pacific has invested in our community with grants and contributions to many civic and charitable organizations and I am proud to be supportive of this merger.

Thank you for your consideration. Please feel free to contact my office if further information is needed.

Respectively,

Martha Castex-Tatum

Martha Castex-Tatum
Mayor Pro Tem, City of Houston
Council Member, District K

COMMITTEES: Economic Development, Chair | Budget and Fiscal Affairs | Ethics and Governance | Labor | Proposition A

900 Bagby, 1st Floor ▪ Houston, Texas 77002 ▪ (832) 393-3016 ▪ district.k@houstontx.gov

OFFICE OF THE MAYOR

Rebecca L. Noah Casper | *Mayor*
Office (208) 612-8235
Fax (208) 612-8560

IDAHO FALLS

30 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Idaho Falls, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Idaho's economy, safely moving the goods that power our industries, support agriculture and connect our communities to markets. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to economic growth – rail has also proven itself to be a very sustainable transportation mode. This helps to reduce highway congestion and carbon emissions.

The proposed merger potentially provides an opportunity to strengthen the rail network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions thereby improving dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for Idaho's products and add to supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

Rebecca L. Noah Casper | *Mayor*
Office (208) 612-8235
Fax (208) 612-8560

Idaho Falls respectfully encourages the Surface Transportation Board to give full consideration to this proposal, recognizing the benefits it will bring to Idaho and the national economy.

Sincerely,



Rebecca L. Noah Casper, Ph.D.
Mayor, City of Idaho Falls

Nov. 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Building a More Efficient Rail Network for America's Heartland

Dear Chairman Fuchs,

For generations, communities and businesses in Iowa have depended on rail service as a vital link to markets across the nation. As Mayor of Iowa Falls—a community built on agriculture, manufacturing, and hard-working Iowans—I understand how essential efficient rail connections are to our economic success. Rail keeps our industries moving, our farms connected, and our local economy competitive.

That's why I see the proposed merger between Union Pacific and Norfolk Southern as a promising opportunity for Iowa Falls and for communities like ours across the Midwest. This merger would create direct access to new eastern markets that are currently more difficult to reach, opening the door for our local manufacturers and agricultural producers to expand their customer base and grow their businesses.

Equally important, the merger promises to streamline service and reduce shipping times by eliminating some handoffs between carriers. Even a day or two saved in transit can make a meaningful difference—allowing products to reach market faster, reducing costs, and helping our local industries operate with greater efficiency and reliability. In an increasingly competitive global economy, that kind of efficiency is critical.

On behalf of the City of Iowa Falls, I respectfully urge the Surface Transportation Board to approve this merger. Strengthening our rail network strengthens the communities that depend on it, reinforcing the foundation of American industry and ensuring that towns like ours continue to thrive.

Sincerely,

Mayor Michael Emerson
City of Iowa Falls, Iowa

cc: Member Schultz
Member Hedlund

City of Jefferson

320 E MCCARTY ST
JEFFERSON CITY, MO 65101

Jefferson City
MISSOURI

Ron Fitzwater
Mayor

OFFICE OF THE MAYOR
(573) 634-6303

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of Jefferson City, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

This merger represents a forward-looking opportunity to strengthen our region's economic foundation and enhance the competitiveness of local manufacturers. In 2024, manufacturing generated $52.38 billion in economic impact for Missouri, making it one of our largest economic drivers. Freight rail plays a central role in this success – moving the goods that power our industries, sustain our farms, and connect our local communities to markets across the country and around the globe.

Union Pacific has long been a trusted transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses both large and small. By joining with Norfolk Southern, these companies would create America's first true transcontinental railroad – connecting our country coast to coast. For Missouri businesses, this would mean greater competitiveness, lower shipping costs, and reduced wear and tear on our roads from heavy truck traffic.

For manufacturers operating on tight margins, the logistics improvements will be game changing. Fewer rail transfers mean faster delivery times, better customer satisfaction, and dramatically lower shipping costs. What once required complex routing through multiple carriers will now be a straightforward and highly efficient process.

The benefits will extend beyond the business community to taxpayers. Heavy truck traffic has placed enormous strain on Missouri roads, costing residents millions in repairs and creating safety risks for families. A single freight train can carry the load of 300 trucks, meaning this

merger could remove thousands of heavy vehicles from our highways each day while improving both safety and infrastructure longevity.

Equally important, Union Pacific and Norfolk Southern share a commitment to investing in people. Between 2020 and 2025, they have dedicated a combined $300 million to philanthropic initiatives supporting workforce development, safety programs, and the creation of vibrant spaces where people want to live and work. These efforts mirror Jefferson City's own goals of building stronger, safer, and more vibrant communities.

As America works to rebuild its manufacturing base and reduce reliance on unstable foreign supply chains, a transcontinental railroad provides exactly the infrastructure backbone our economy needs. This merger is about more than connecting rail lines – it's about securing the future of our transportation network, driving economic development, and ensuring American freight rail remains globally competitive.

I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Missouri and the nation as a whole.

Sincerely,

Ron L. Fitzwater, MBA, CAE
Mayor

cc: Member Schultz
Member Hedlund

Mayor Jonathan Nikkila
City of Kearney
18 East 22nd Street
P. O. Box 1180
Kearney, NE 68848-1180

TELEPHONE · (308) 233-3216
FAX · (308) 234-6399
E-MAIL · jnikkila@kearneygov.org
WEBSITE · www.cityofkearney.org

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Kearney, Nebraska reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jonathan Nikkila

Mayor Jonathan Nikkila

cc: Member Schultz
Member Hedlund

City of KELLER

THE OFFICE OF MAYOR ARMIN MIZANI

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of Keller, I've seen firsthand how vital a strong transportation network is to the success of our community and region. North Texas thrives on connectivity, from our highways and airports to the rail lines that keep goods moving efficiently across the state and nation. The proposed Union Pacific–Norfolk Southern merger represents an important step toward strengthening that foundation.

A more integrated rail network would improve efficiency, reduce truck congestion on our already busy highways, and expand access for Texas businesses to new markets. For communities like Keller, which sit at the intersection of economic growth and transportation demand, reliable freight service helps sustain local jobs, attract investment, and support long-term infrastructure planning.

This merger also signals continued private-sector investment in the systems that keep our economy competitive. Modernized rail operations mean greater safety, improved supply chain resilience, and better support for the small businesses and industries that depend on timely delivery.

For Keller and for Texas, this partnership offers clear benefits. I respectfully urge the Surface Transportation Board to approve the merger so we can continue building a stronger, more connected future for our state.

Sincerely,

Armin Mizani
Mayor, City of Keller

cc: Member Schultz
Member Hedlund

WHERE COMMUNITY AND SPIRIT MEET

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Kirkwood, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

WHERE COMMUNITY AND SPIRIT MEET

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Elizabeth W. Gibbons

Elizabeth W. Gibbons
Mayor, City of Kirkwood

cc: Member Schultz
Member Hedlund

Council Contact Information

Mayor Travis Mitchell	TMitchell@cityofkyle.com
Mayor Pro Tem Bear Heiser	BHeiser@cityofkyle.com
Council Member Robert Rizo	RRizo@cityofkyle.com
Council Member Miguel Zuniga, Ph.D.	MZuniga@cityofkyle.com
Council Member Dr. Lauralee Harris	LHarris@cityofkyle.com
Council Member Marc McKinney	MMcKinney@cityofkyle.com
Council Member Michael Tobias	MTobias@cityofkyle.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Kyle, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Kyle is one of the fastest-growing cities in Texas, having more than doubled in population over the past decade as new businesses, residents, and industries continue to invest in our community, which is why it is important to have a healthy rail network in the City of Kyle and across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

This merger is about more than just railroads, it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Travis Mitchell
Mayor
City of Kyle, Texas

cc: Member Schultz
Member Hedlund

City of LaPorte
INDIANA

TOM DERMODY

OFFICE OF THE MAYOR
801 MICHIGAN AVENUE
LA PORTE, INDIANA 46350

219-362-8220
FAX 219-362-1102

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of the City of LaPorte, Indiana, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Thomas P. Dermody, Mayor

cc: Member Schultz
Member Hedlund

CITY OF LAREDO

Office of the Mayor

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Mayor of Laredo, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Laredo is the nation's largest U.S. port by total trade value and a key transportation hub for international commerce with Mexico that includes manufactured goods, consumer goods, and other types of freight.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

cc: Member Schultz
Member Hedlund

LA VISTA
IMPROVE YOUR POINT OF VIEW.

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Greater Omaha area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy. With this in mind, it is imperative that the Union Pacific jobs at the Omaha headquarters continue to be based here. I will only support this merger if these jobs remain in Omaha.

If the workforce at the Omaha location is anticipated to be maintained at levels similar to today, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Douglas Kindig
Mayor

cc: Member Schultz
Member Hedlund

CITY OF Lexington NEBRASKA
308-324-2341 ◆ Fax: 308-324-4590 ◆ www.cityoflex.com
406 East 7th Street ◆ P.O. Box 70 ◆ Lexington, Nebraska 68850-0070

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Lexington, Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joe Pepplitsch
City Manager

cc: Member Schultz
Member Hedlund

NEBRASKA Economic Development Certified Community

EQUAL HOUSING OPPORTUNITY

CITY OF LIBERAL KANSAS

324 N. Kansas Avenue
P.O. Box 2199
Liberal, KS 67905-2199
P: (620) 626-2201
www.cityofliberal.org

October 3, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

The City of Liberal would like to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the Kansas economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

City of Liberal, Kansas

cc: Member Schultz
Member Hedlund

Lindon City
100 North State Street
Lindon, UT 84042-1808

LINDON

TEL 801-785-5043
FAX 801-785-4510
www.lindon.gov

October 27, 2025

The Honorable Patrick J. Fuchs, Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the city of Lindon, Utah, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our city and state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

· Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our city, state and the national economy.

Sincerely,

Carolyn O Lundberg

Carolyn O. Lundberg
Lindon City Mayor

cc: Member Schultz; Member Hedlund

FROM THE DESK OF MAYOR
FRANK SCOTT, JR.

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As Mayor of Little Rock, I've had the privilege of watching our city grow stronger by investing in what moves people and opportunity—our infrastructure. That's why I support the proposed merger between Union Pacific and Norfolk Southern.

Whether it's expanding the Port of Little Rock, improving our roadways, or collaborating with local employers to strengthen supply chains, we've seen what happens when transportation works as it should: jobs grow, businesses stay, and families thrive.

When rail systems operate efficiently, our entire region benefits. Union Pacific has long contributed to our city's success—employing Arkansans, fostering community development, and aiding in attracting new industry to central Arkansas. Combining that legacy with Norfolk Southern's reach and service aligns well with the type of economy we're building here.

In Little Rock, we've worked hard to make the capital city a destination for logistics and innovation. We've expanded capacity at the port, modernized our industrial corridors, and attracted new companies that rely on dependable freight services. The merger would help ensure that momentum continues—making it easier for goods to move, for employers to invest, and for workers to succeed right here at home.

This is about more than two companies coming together; it's about building the kind of infrastructure that keeps Arkansas moving forward. I urge your support for the Union Pacific–Norfolk Southern merger, having firsthand knowledge of how much stronger it can make our communities.

Sincerely,

Mayor Frank Scott, Jr.
City of Little Rock

501.371.4510 FSCOTTJR@LITTLEROCK.GOV

Mayor, Serafino J. Nolletti
Councilman, BJ Picklesimer
Councilman, Basil Ken Lee
Councilman, Donsil Jay Mullins
Councilwoman, Donna Willis
City Accountant, Jeff Vallet
City Attorney, Kendal Partlow

Fire Chief, Scott Beckett
Police Chief, JB Frye
Street Commission, Thomas Adams
Utility Manager, Herb Staten
Code Enforcement, Scott Beckett
Assistant City Clerk, Jenny Trent
City Clerk, Amber Miller-Belcher

219 Dingess Street Logan, WV 25601 ~ Phone: (304) 752-4044

October 15 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the City of Logan, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Logan, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Serafino J Nolletti

Serafino Nolletti

Mayor City of Logan

cc: Member Schultz

Member Hedlund

Nov. 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Strengthening Rural Iowa Through a Unified Rail Network

Dear Chairman Fuchs,

As Mayor of Lowden, Iowa, I write to share my support for the proposed merger between Union Pacific and Norfolk Southern. Our town sits at the heart of eastern Iowa's agricultural economy, where dependable rail service is essential to the success of our farmers, grain processors, and agricultural co-ops. For communities like ours, rail connections are not a luxury—they are a lifeline to markets and opportunity.

This merger offers a path toward a stronger and more coordinated rail system that can meet the needs of rural America. A unified network spanning from coast to coast would improve reliability and shorten shipping times, allowing Iowa's agricultural products to reach buyers more efficiently and at lower cost. For our local co-op and producers who rely on timely rail shipments, that improvement would make a real difference.

Beyond the immediate benefits to shipping and logistics, this merger promises to enhance long-term investment in rail infrastructure. Modern, efficient rail service helps small towns like Lowden remain competitive and positions our region for future growth. It can also open new market access for Iowa goods—connecting our state more directly with national and international trade routes.

On behalf of the City of Lowden, I encourage the Surface Transportation Board to approve this merger. A stronger, more connected rail network will support the vitality of our local economies, the strength of American agriculture, and the prosperity of rural communities across Iowa.

Sincerely,
Mayor Derrick Lange
City of Lowden, Iowa

Derrick Lange

cc: Member Schultz
Member Hedlund

City of Lytle
14916 Main Street
P.O. Box 743
Lytle, Texas 78052
(830) 709-3692 * FAX (830) 772-3212
www.lytletx.org

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of Lytle, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Ruben Gonzalez
Mayor

cc: Member Schultz
Member Hedlund

THE CITY OF
MARION
ARKANSAS

13 Military Road
P.O. Box 717
Marion, AR 72364

PHONE
(870) 739-5410

FAX
(870) 739-2703

Mayor
Tracy Brick

City Attorney
Christopher Crain

District Court Judge
Tyler Ginn

City Treasurer
David W. Rikard

City Clerk
Patty James

CITY COUNCIL

Ward 1
Kelsey Hensley
Adam Cupples

Ward II
Cliff Wood
Taylor Guy III

Ward III
Bryan Jackson
Ray Nassar

EMAIL
info@marionarkansas.org

MARIONARKANSAS.ORG

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Marion Arkansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

The Marion AR Union Pacific Intermodal Facility opened in 2008. The railroad has been a great corporate citizen and a contributor to our economy. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Tracy Brick
Mayor, City of Marion

cc: Member Schultz
Member Hedlund

Oct. 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Union Pacific merger with Norfolk Southern will Create Opportunity for Iowa Communities

Dear Chairman Fuchs,

Marshalltown has long been an industrial hub — a community known for its hardworking residents and business-friendly environment. One reason for our sustained success has been our long-standing access to reliable railroad services. The railroad has enabled our local businesses to expand and has attracted new companies, bringing more jobs and opportunity to the people of Marshalltown.

As Mayor, I've been proud to watch our community grow and thrive. I believe that our access to rail service has been a major factor in that progress, which why I welcome the news of the proposed merger between Union Pacific and Norfolk Southern. This merger has the potential to enhance service efficiency and reliability, benefiting our local economy.

Reducing transit times by an average of one to two days may seem modest, but for some of Marshalltown's largest employers, that difference can be critical. Faster and more dependable rail service would support existing businesses and make our community even more attractive to new investment. Moreover, the merger could connect Marshalltown — and other similar communities — to a broader range of markets, unlocking new opportunities for growth and expansion.

On behalf of the City of Marshalltown, I respectfully urge the Surface Transportation Board to approve the merger. We believe it will bring meaningful benefits not only to our city, but to communities across the country.

Sincerely,

Joel Greer

Mayor Joel Greer
City Hall, Marshalltown, IA, 50158
Cell 641-751-1221

cc: Member Schultz
Member Hedlund

CITY OF
MARYSVILLE
209 NORTH 8TH ST., MARYSVILLE, KS 66508 ◆ PH: (785) 562-5331 FAX: (785) 562-2449

September 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket # FD36873

Dear Chairman Fuchs:

As Mayor of the City of Marysville Kansas, an important community on the Union Pacific Railroad, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Regards,

Todd E. Frye
Mayor of Marysville Kansas

McALESTEROK
Small Town. Big Frontier.

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29 September, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Interim City Manager of McAlester, Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Kenneth J. Wimer, Jr.

cc: Member Schultz
Member Hedlund

City of McPherson
400 E. Kansas Ave.
P.O. Box 1008
McPherson, KS 67460

City Administrator 620• • 245-2535
City Attorney • 245-2535
Public Works Director • 245-2545
Fire Chief • 245-2505
City Inspector • 245-2547
Chief of Police • 245-1200
Sanitarian • 245-2548
Public Lands & Facilities • 245-2535
Cemetery Sexton • 245-2568
Tele Fax • 245-2549

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of McPherson Kansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. We are consistently Forbes Top 10 Advanced Manufacturing Micropolitan.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Thomas A. Brown

Thomas A. Brown

cc: Member Schultz
Member Hedlund

MECHANICSVILLE
"HEAVEN AMONGST THE CEDARS"
PO Box 339 100 E. First Street Mechanicsville, Iowa 52306 Phone 563-432-7756

Nov. 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Proposed Merger Between Union Pacific and Norfolk Southern will Benefit Iowa Communities

Dear Chairman Fuchs,

As Mayor of Mechanicsville, Iowa, I want to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Our community, like many across Iowa, depends on agriculture and the industries that support it. Rail access is vital to our local economy—helping our farmers, processors, and businesses move their products efficiently to markets across the country.

This merger represents an exciting opportunity to strengthen America's rail network. By creating the first transcontinental rail line under a single name, the combined system would reduce shipping times by 24 to 48 hours. That kind of efficiency makes our businesses more competitive and our communities more attractive for future investment and job growth.

Just as important, the merger would expand market access for Iowa producers—connecting us more directly to regions and opportunities that were previously harder to reach. With better connectivity comes greater potential for economic development, helping towns like Mechanicsville continue to grow and thrive.

On behalf of the City of Mechanicsville, I urge the Surface Transportation Board to approve this merger. Stronger rail infrastructure means stronger communities, stronger industries, and a stronger America.

Sincerely,



Mayor Andrew J. Oberbreckling
City of Mechanicsville, Iowa

cc: Member Schultz
Member Hedlund

CITY OF **MERIDIAN**

Mayor
PERCY BLAND, III
(P) 601.485.1927
(F) 601.485.1911

City Council
ELLIOT BREWER
Ward 1

DWAYNE DAVIS
Ward 2

TRACY V. TIMS
Ward 3

ROMANDE WALKER
Ward 4

DUSTIN HILL
Ward 5

Council Clerk
(P) 601.485.1959
(F) 601.485.1913

City Departments

Chief Administrative Officer
(P) 601.485.1929
(F) 601.485.1911

Community Development
(P) 601.485.1910
(F) 601.484.6813

Finance and Records
(P) 601.485.1946
(F) 601.485.1979

Fire
(P) 601.485.1822
(F) 601.485.1035

Public Safety
(P) 601.484.6890
(F) 601.484.6895

Parks and Recreation
(P) 601.485.1802
(F) 601.485.1851

Police
(P) 601.485.1841
(F) 601.484.6832

Public Works
(P) 601.485.1920
(F) 601.485.1864

601 23rd Avenue
Post Office Box 1430
Meridian, MS 39302-1430
www.meridianms.org

11/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Mayor in Meridian, MS, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Percy Bland

cc: Member Schultz
Member Hedlund

CITY OF **MERIDIAN**

Mayor
PERCY BLAND, III
(P) 601.485.1927
(F) 601.485.1911

City Council
ELLIOT BREWER
Ward 1

DWAYNE DAVIS
Ward 2

TRACY V. TIMS
Ward 3

ROMANDE WALKER
Ward 4

DUSTIN HILL
Ward 5

Council Clerk
(P) 601.485.1959
(F) 601.485.1913

City Departments

Chief Administrative Officer
(P) 601.485.1929
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Community Development
(P) 601.485.1910
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Fire
(P) 601.485.1822
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Public Safety
(P) 601.484.6890
(F) 601.484.6895

Parks and Recreation
(P) 601.485.1802
(F) 601.485.1851

Police
(P) 601.485.1841
(F) 601.484.6832

Public Works
(P) 601.485.1920
(F) 601.485.1864

601 23rd Avenue
Post Office Box 1430
Meridian, MS 39302-1430
www.meridianms.org

11/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a CAO in Meridian, MS, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Craig Hitt

cc: Member Schultz
Member Hedlund

MIDLAND
Be the Energy!

OFFICE OF THE MAYOR

Mayor
Lori Blong

At-Large
Robin Poole

At-Large
John Burkholder

District 1
Brian Stubbs

District 2
John Norman

District 3
Jack Ladd

District 4
Amy Stretcher-Burkes

City Manager
Tommy Gonzalez

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs,

As Mayor of the City of Midland, Texas, I've seen firsthand how essential reliable transportation infrastructure is to West Texas. Our region sits at the heart of America's energy and logistics network, where manufacturing, agriculture, and energy production drive both the local and national economy. Efficient rail service is critical to keep those industries, and the jobs they sustain, moving.

The proposed Union Pacific–Norfolk Southern merger represents an important opportunity to strengthen that network. Improved coordination between these two rail systems would enhance freight efficiency, reduce highway congestion along major corridors, and expand access for West Texas producers to national and international markets. These improvements would mean lower costs, more predictable supply chains, and expanded opportunities for businesses large and small across our region.

Midland continues to grow as a hub for energy, logistics, and innovation, serving as a gateway for goods and materials that support communities across the United States. A more integrated and resilient rail system helps ensure the continued flow of those products safely and efficiently, while reinforcing long-term investment in infrastructure that sustains our state's competitiveness.

This merger also represents a broader commitment to modernization, safer operations, greater sustainability, and better service reliability for the industries and small businesses that depend on timely delivery.

For Midland and for West Texas, these benefits are clear. I respectfully urge the Surface Transportation Board to approve this merger to help ensure that our state remains connected, competitive, and positioned for future growth.

Sincerely,

Lori Blong

Lori Blong
Mayor, City of Midland

cc: Member Schultz
Member Hedlund

300 N Loraine, Midland TX 79701 | 432-685-7200 | www.midlandtexas.gov

CITY OF MILLEN

P. O. BOX 929 MILLEN, GA 30442 (478) 982-6100

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Mayor of the City of Millen, Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms,

The City of Millen is an equal opportunity employer and provider.

Mayor
A. King Rocker

City Council
Darrel E. Clifton Regina Coney Ed Fuller Robin Scott Joel Carter Sr.

City Manager
Jeff Brantley

CITY OF MILLEN

P. O. BOX 929 MILLEN, GA 30442 (478) 982-6100

and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.

- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

Albert King Rocker
Mayor

cc: Member Schultz
Member Hedlund

The City of Millen is an equal opportunity employer and provider.

Mayor
A. King Rocker

City Council
Darrel E. Clifton Regina Coney Ed Fuller Robin Scott Joel Carter Sr

City Manager
Jeff Brantley

Oct. 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

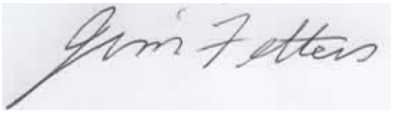
As Mayor of Millerton, IA, I know firsthand that reliable rail service is essential for rural Iowa. Our community, along with many others across the state, rely on rail connections to transport the food we grow to feed people across the globe. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our farmers. It also means continued investment in rail infrastructure – like the investment by Union Pacific to help build a new grain elevator in town – creating jobs and ensuring our community remains competitive in a growing economy.

If it were its own country, Wayne County – where Millerton is located – would rank above 25 countries in total value of agricultural products produced each year. This massive amount of food is then shipped to customers all over the world who pay top dollar for the quality crops our farmers produce. Should the proposed merger of Union Pacific and Norfolk Southern be approved, the cost that farmers need to pay to ship their products to market would be reduced, leading to more financial security in years when grain prices are low. Additionally, the time it takes for buyers to receive their goods would be cut by several days. These increased efficiencies in shipping will lead to larger returns for family farms, sometimes meaning the difference between keeping the farm for the next generation or having to sell.

On behalf of the City of Millerton, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally, and across the globe.

Sincerely,



Jim Fetters
Mayor of Millerton

cc: Member Schultz
Member Hedlund

Mayor
Joette Langianese

217 East Center Street
Moab, Utah 84532
Phone: (435) 259-5121

THE CITY OF MOAB
EST. 1902

Councilmembers
Tawny Knuteson-Boyd
Kaitlin Myers
Jason Taylor
Colin Topper
Luke Wojciechowski

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Moab, UT, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads—it's about securing the future of our transportation network, expanding much-needed passenger rail service, supporting economic development, and ensuring that American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant benefits it will bring to our state and the national economy. With this proposal, we also encourage the entities involved to prioritize passenger rail access and improvements that will greatly expand access to our region.

Sincerely,



Joette Langianese

cc: Member Schultz
Member Hedlund

CITY OF MUSKOGEE
229 W. Okmulgee
PO Box 1927
Muskogee, OK 74402-1927

10/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Muskogee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Mayor W. Patrick Cale

cc: Member Schultz
Member Hedlund

(918) 682-6602
www.muskogeeonline.org

Send all mail to:
P.O. Box 910
Navasota, TX 77868

www.NavasotaTX.gov

October 9, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As mayor of the City of Navasota, Texas, a designated UP "Train Town USA" city, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bert Miller, CMO
Mayor
City of Navasota (TX)

NEPHI CITY

21 East 100 North Nephi, UT 84648

Phone: 435-623-0822
Fax: 435-623-5443

October 10, 2025

Nathan Anderson
Sr. Director, Public Affairs
Union Pacific Railroad

Mr. Anderson:

Nephi City was excited to hear about the merger between Union Pacific and Norfolk Southern Railroad. We hope this means great things for your company and for Nephi City. This looks to be a wonderful opportunity to expand economic development throughout the nation.

Our community always looks forward to when "Big Boy" comes to the city, and we hope that will continue. Rail transportation has been and is still an integral part of the nation's economic engine. We look forward to collaborating with the expanded company after this historic announcement. Congratulations to Union Pacific, Norfolk Southern Railroad, and to the new transcontinental railroad formed with this merger!

Sincerely,

Justin D. Seely
Mayor, Nephi City

CITY OF NEW HAVEN
Mayor's Office
815 Lincoln Highway East
New Haven, Indiana 46774
Phone: (260) 748-7050
Email: SMcMichael@NewHaven.In.Gov

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of New Haven, Indiana, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits such as reduced blocked crossings, congestion, and rail traffic issues throughout our community.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Respectfully,

Steven S. McMichael Mayor
City of New Haven

cc: Member Schultz
Member Hedlund

FuchsSTB Letter.wd

OFFICE OF THE MAYOR

TERRY C. HARTWICK
MAYOR
mayor@nlr.ar.gov

CITY HALL
P.O. BOX 5757
NORTH LITTLE ROCK, ARKANSAS 72119-5757
website: www.nlr.ar.gov

PHONE (501) 975-8601
FAX (501) 975-8633

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of North Little Rock, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Terry C. Hartwick

Terry C. Hartwick
Mayor

cc: Member Schultz
Member Hedlund

City of Odessa
Mayor Cal Hendrick

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of Odessa, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern railways. This merger represents a significant opportunity to enhance freight transportation efficiency, reduce costs, and strengthen our regional economy.

Odessa is a key hub for energy, agriculture, and manufacturing in West Texas. Improved rail connectivity resulting from this merger will provide local businesses with faster, more reliable access to national and international markets, stimulate job creation, and attract new investment to our community. The efficiencies and expanded service capabilities from this merger will directly benefit Odessa's economic growth and long-term competitiveness.

I urge the Surface Transportation Board to approve this merger and help ensure that communities like Odessa can continue to thrive with a robust and efficient rail system.

Sincerely,

Cal Hendrick
Mayor, City of Odessa

cc: Member Schultz
Member Hedlund

P.O. Box 4398 Odessa, Texas 79760-4398 (432) 335-4133 chendrick@odessa-tx.gov

City of Omaha
John W. Ewing, Jr., Mayor

Office of the Mayor
1819 Farnam Street, Suite 300
Omaha, Nebraska 68183-0300
(402) 444-5000
FAX (402) 444-6059

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to you today to express my enthusiastic support for the proposed Union-Pacific-Norfolk Southern merger. Ever since the railroad's eastern terminus was established in Omaha, the name U.P. has been synonymous with our city. It was and remains a key catalyst in growing Omaha into the city it is today.

As the mayor of Omaha, Nebraska, I couldn't be more excited about what it would mean to see America's first transcontinental railroad, too, be created here. Jobs would come, the economy would grow, and Omaha's rising profile nationally would be further elevated. The proposed merger would further stimulate the city's renaissance and buttress hundreds of millions of dollars in public-private projects that include about 90 acres in riverfront and downtown parks and a streetcar under construction. Further, these efforts are expected to stimulate an estimated $4 billion in real estate development. A merged Union Pacific-Norfolk Southern would help secure Omaha's economic foothold in a rapidly changing environment.

But my interest extends beyond our city. This historic proposition feels like another Golden Spike moment – a transformational idea that would grow reliable rail service, create more efficient ways to move freight and otherwise streamline the supply chain at a crucial time. Other nationwide benefits would include faster and more dependable service, reduced congestion, and expanded market reach for our businesses. This would be no mere merger of two companies – it would represent a strong signal of American strength and competitiveness.

Plus, like that first U.P. rail line that grew Omaha and the American West, this proposed merger, too, would bring long-term benefits by bolstering connections and economies.

On behalf of the City of Omaha, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



John W. Ewing, Jr. | **Mayor of Omaha**
cc: Member Schultz
Member Hedlund

David Krutzfeldt
Mayor
DKrutzfeldt@oskaloosaiowa.org
City of Oskaloosa, Iowa
Phone: 641.676.5006 Fax: 641.673.3047

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

October 27, 2025

Dear Chairman Fuchs,

Oskaloosa is proud of being a community that builds things- not just products, but opportunity. Our manufacturers, processors, and construction suppliers have long powered both the local and regional economy. Our companies produce everything from iron infrastructure to sports lighting and agricultural goods that support families and businesses across Iowa.

We have many reasons for our success, and one is dependable transportation. For decades, access to reliable rail service has allowed our industries to compete and grow, linking us with national markets. The rail system provides ongoing economic growth for our workers and their families.

We encourage careful consideration of the proposed merger between Union Pacific and Norfolk Southern. From our perspective the merger could bring improvements in speed and consistency of freight services. Some of our manufacturers operate on tight schedules and a day or two can make a difference for those relying on just-in-time deliveries.

On behalf of the City of Oskaloosa I encourage the Surface Transportation Board to approve the merger. It will help strengthen not only our local industries but the network of communities that depend on them.

Sincerely,

David Krutzfeldt
Mayor

Cc: Member Schultz
Member Hedlund

Oct. 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Dear Chairman Fuchs,

As a member of the Ottumwa City Council, I've had the privilege of working closely with our community's businesses, economic developers, and residents to support the kind of growth that benefits everyone. One of the key drivers of that growth — both historically and today — is rail infrastructure.

Ottumwa has long been a hub for industry, with a strong manufacturing base that continues to drive the local economy. Companies in sectors such as food processing, advanced manufacturing, and distribution rely on the city's robust infrastructure and efficient freight service to support their operations. This foundation has made Ottumwa a vital center for production and logistics in the region.

That's why the proposed merger between Union Pacific and Norfolk Southern stands out as a promising development for Ottumwa and similar communities across the country. Improved access to new markets, streamlined routing, and fewer delays could lead directly to expansion opportunities for our existing industries and make our city even more attractive to new investment.

At the local level, we see how infrastructure decisions ripple through a community. More efficient rail service could mean more jobs, stronger businesses, and a more competitive industrial base. It's an opportunity to build on Ottumwa's rail heritage in a way that prepares us for the future.

I respectfully urge the Surface Transportation Board to give this merger thoughtful consideration. The benefits it could bring to our industries, workforce, and regional economy are significant — and deserving of support.

Sincerely,
Keith Caviness
City Councilor, Ottumwa, Iowa
Keith Caviness

cc: Member Schultz
Member Hedlund

CITY OF Paola KANSAS

A proven past, a promising future.

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Paola, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Leigh House
Mayor

cc: Member Schultz
Member Hedlund

CITY OF PAPILLION
David P. Black, Mayor

122 East Third Street
Papillion, Nebraska 68046
Phone: 402-827-1111
Fax: 402-339-0670

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As the Mayor of Papillion Nebraska, I am writing to express my support for the proposed Union Pacific-Norfolk Southern merger. Papillion was originally part of the Union Pacific main line and our town's history, economy, and workforce are deeply connected to the railroad. This merger represents a critical opportunity to build upon that legacy.

The combining of these two companies promises to improve transit times and reliability, making our local industries more competitive in the global market. Furthermore, the commitment to continued investment in rail infrastructure will enhance safety and create new job opportunities, reinforcing our community's economic foundation.

On behalf of the City of Papillion, I respectfully ask the Surface Transportation Board to approve this merger. This is not just a strategic business decision; it is a step toward ensuring the long-term prosperity and continued vitality of a historic railroad that remains dedicated to its roots.

Respectfully,

David Black
Mayor, City of Papillion

CITY OF PEVELY
Missouri
EST. 1910

City of Pevely

401 Main Street Pevely, Missouri 63070

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Pevely, Missouri, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Steve Markus

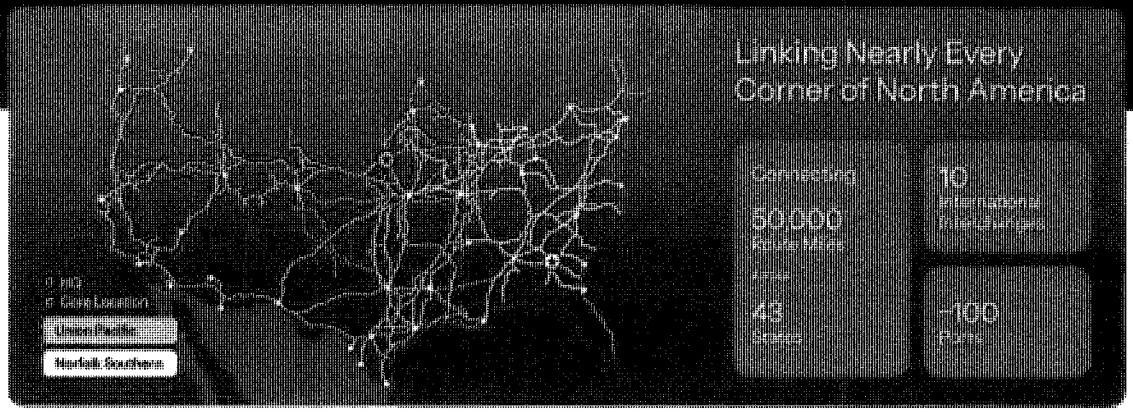
Steve Markus, Mayor of Pevely, Missouri

cc: Member Schultz
Member Hedlund

Creating America's First Transcontinental Railroad



Union Pacific and Norfolk Southern announced an agreement to create America's first transcontinental railroad, building on President Abraham Lincoln's vision from nearly 155 years ago. This combination will transform the U.S. supply chain, unleash the industrial strength of American manufacturing, and create new sources of economic growth and workforce opportunity that preserves union jobs.



Delivering Benefits to All Stakeholders

For America

- **Compete more effectively** with Canadian railroads to win back U.S. freight volume and American jobs.
- **Unlock rail options** for shippers in regions where railroad connections are less efficient, creating a more accessible, sustainable, and lower-cost supply chain for manufacturers and consumers.
- **Enable strong international trade routes** and offer greater access to U.S.-made goods.

For Safety

- **Safety will remain the top priority.** Our focus will remain on ensuring every employee goes home safe to their families and protecting communities where we operate.
- **Improve safety through combined, proven technologies** to advance our ability to quickly assess potential mechanical and track defects to reduce incidents and injuries.

For Service

- **Customers will benefit from seamless, single-line service across the country** that improves transit times by eliminating car touches and interchanges points.
- **Enhancing the rail experience and ease of doing business.** Customers will receive single-line rate quotes with one system to track freight, enabling real-time decisions that optimize supply chains.
- **Greater partnerships with short lines and U.S. ports.** Access to a unified rail network with a single Class I interface, new services, reduced gateway delays, and expanded reach and faster access to new markets.

For Our Workforce

- **Protecting and expanding opportunities for employees.** Union employees will have job opportunities with the combined company. Expected rail volume growth will drive additional employment opportunities. Non-union workers will have opportunities to grow as part of a larger, combined enterprise.
- **Preserving the best-paid industrial careers in America.** Railroad employees are among the most highly compensated workers across U.S. industries.

For Our Communities

- **Investing in safe, resilient, and vibrant communities.** Invested a combined $300 million in philanthropic giving 2020-2025, supporting workforce development, safety initiatives, and vibrant spaces where people want to live and work.
- **Our goal is simple: zero incidents involving trains, pedestrians, drivers, or employees.** In addition to Operation Lifesaver programs, the companies trained over 10,000 first responders in 2024.

> "Railroads have been an integral part of building America since the Industrial Revolution, and this transaction is the next step in advancing the industry. Imagine seamlessly hauling steel from Pittsburgh, Pennsylvania, to Colton, California, and moving tomato paste from Huron, California, to Fremont, Ohio. Lumber from the Pacific Northwest, plastics from the Gulf Coast, copper from Arizona and Utah, and soda ash from Wyoming. Right now, tens of thousands of railroaders are moving almost everything we use. You name it, and at some point, the railroad hauled it."



Jim Vena
CEO, Union Pacific

> "We are confident that the power of Norfolk Southern's franchise, diversified solutions, high-quality customers and partners, as well as skilled employees, will contribute meaningfully to America's first transcontinental railroad, and to igniting rail's ability to deliver for the whole American economy today and into the future. Union Pacific is a true partner that shares our belief in rail's ability to deliver for all stakeholders simultaneously, and we are excited for our future together."



Mark George
President and CEO, Norfolk Southern

Our Mission Remains Unchanged: Safety, Service & Operational Excellence = Winning Strategy

Safety
Be the best at safety.

Service
Deliver the service we sold our customers.

Asset Utilization
Drive decision-making to those closest to the work.

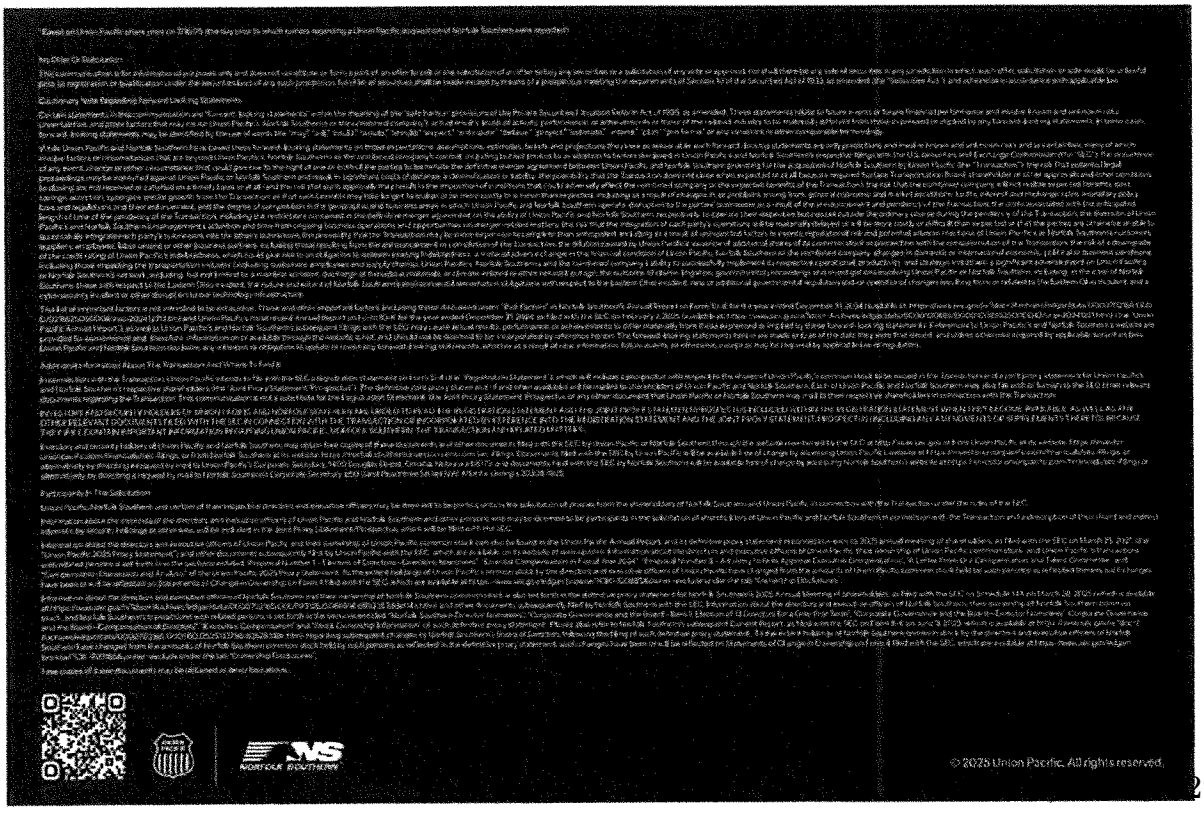
Cost Control
Spend resources wisely, with a buffer for the unexpected.

People
Engage our teams and stakeholders.



Path to Completion

- The Boards of Directors of both Union Pacific and Norfolk Southern unanimously approve the transaction
- Shareholders vote to approve the transaction
- The companies expect to file their application with the STB within 6 months
- Transaction is subject to STB review and approval within its statutory timeline and customary closing conditions
- The companies are targeting closing the transaction by early 2027



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CITY OF PINE BLUFF

Office of the Mayor

Vivian L. Flowers

Dear Senator Boozman, Senator Cotton, and Congressman Hill,

I support the proposed merger between Union Pacific and Norfolk Southern, which promises substantial advantages for both Arkansas and the nation. Reliable freight transportation is essential for delivering agricultural products, manufactured goods, and raw materials to markets. When these networks are robust and dependable, they provide local economies with a solid foundation for growth.

As Mayor and a proud native of Pine Bluff, I recognize how crucial stability in economic partnerships is. These relationships have been vital in strengthening my community and the livelihood of so many Pine Bluff families. Throughout more than thirty years in public service—as a volunteer, an executive, a legislator, and mayor—I have seen how consistent investment and reliable support create positive ripple effects in a community. Pine Bluff has been a longstanding economic center, transportation hub, and community partner that has well benefited from this stable influence.

Union Pacific has been a cornerstone for Pine Bluff for many years. Its presence has offered stable employment, helped local businesses thrive, and supported the agricultural and manufacturing industries. Pine Bluff is building toward transformational, infrastructural investments to grow jobs and strengthen the Southeast Arkansas economy. Meanwhile, Pine Bluff residents know Union Pacific —not only as a job provider but a critical partner in sustaining and growing our economy. This partnership, sustainability and growth is precisely why we are supportive of the expansion we believe this merger will ensure.

The benefits are undeniable: fewer costly delays from carrier handoffs, streamlined operations, and improved service reliability translating to lower costs for producers, more certainty for employers, and stronger long-term growth. Just as Union Pacific has been a steady force in Pine Bluff, Southeast Arkansas and the entire state; the proposed merger between Union Pacific and Norfolk Southern promises to make safety and consistency the standard nationwide.

For these reasons, I respectfully urge your support of this merger as a forward-looking investment in Pine Bluff's economic future.

Sincerely,

Mayor Vivian L. Flowers
City of Pine Bluff, Arkansas

200 East Eighth Avenue - Suite 201 • Pine Bluff, Arkansas 71601 • 870-730-2000 Ext 7 • Fax 870-730-2174

CITY OF POCATELLO

Office of the Mayor and City Council

Mayor Brian C. Blad
Rick Cheatum | Linda Leeuwrik | Corey Mangum
Josh Mansfield | Brent R. Nichols | Hayden James Paulsen

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Pocatello, Idaho, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Brian C. Blad
Mayor

911 North 7th Avenue
P. O. Box 4169
Pocatello, ID 83205-4169

Office: (208) 234-6163
www.pocatello.gov

CITY OF POPLAR BLUFF
CITY HALL, 501 VINE STREET
POPLAR BLUFF, MISSOURI 63901

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Poplar Bluff, Missouri, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our local economy, safely moving the goods that power our industries, support our farmers and connect our region to markets across the nation and the world. Union Pacific has long been an essential transportation partner throughout the State of Missouri, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Robert J. Knodell, City Manager
City of Poplar Bluff, Missouri

cc: Member Schultz
Member Hedlund

provo
WELCOME HOME

MAYOR'S OFFICE
TEL (801) 852-6105
445 W CENTER ST
PROVO, UT 84601

October 27. 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the Provo City, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Michelle Kaufusi
Provo City Mayor

cc: Member Schultz
Member Hedlund

RALSTON
NEBRASKA
INDEPENDENCE CITY

October 28, 2025

MAYOR
Donald A. Groesser

CITY COUNCIL
Brian Kavanaugh
Tom Kjar
Jerry Krause
Scott Olsen
Ben Preis
Bradley Ryan

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the City of Ralston, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Ralston, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Donald A. Groesser, Mayor

cc: Member Schultz
Member Hedlund

The Spirit of Independence

5500 South 77th Street
Ralston, NE 68127-3896
(402) 331-6677
Fax (402) 331-4553
E-mail: cityhall@cityofralston.com

City of Rawlins

P.O. Box 953
Rawlins, Wyoming 82301

November 4, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in City of Rawlins, Carbon County, Wyoming, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of City of Rawlins, Carbon County, Wyoming, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jacquelin R Wells
City of Rawlins Mayor

cc: Member Schultz
Member Hedlund

PHONE (307) 328-4500 FAX: (307) 328-4555

Rock Springs
WYOMING

Max Mickelson, Mayor
212 D Street, Rock Springs, WY 82901
(307) 352-1510 · Fax (307) 352-1516

September 29, 2025

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Mayor of the City of Rock Springs, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern, a historic step toward creating America's first truly transcontinental railroad. This merger stands to deliver widespread benefits to our economy, infrastructure, national security, and transportation network—while fostering innovation and competition in the freight industry.

By uniting two of the nation's most respected and safety-focused railroad, this merger will establish a more reliable, efficient and competitive transcontinental rail service. Customers across the United States—particularly in underserved markets—will benefit from enhanced access, faster service, and lower-cost shipping options. These improvements will make rail freight a more attractive alternative to trucking, helping to reduce congestion on highways, lower taxpayer-funded road maintenance costs and cut transportation emissions.

The economic implications are equally significant. A seamless coast-to-coast rail network will advance America's domestic manufacturing capabilities, streamline supply chains, and strengthen our ability to compete globally. By enhancing competitiveness against foreign imports and long-haul trucking, this merger can help re-short jobs, reinvigorate American freight and fuel long-term economic growth.

This is not just a merger—it is a transformational opportunity to modernize U.S. freight rail infrastructure, strengthen our economy, and improve service for shipper and consumers alike.

For all these reasons, I urge the Surface Transportation Board to give full consideration to the proposed Union Pacific-Norfolk Southern merger.

Sincerely,

Max Mickelson
Mayor

09/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Sabinal, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Erik J. Gomez

cc: Member Schultz
Member Hedlund

CITY MANAGER'S OFFICE
Jacob J. Wood
City Manager
300 West Ash · P.O. Box 736
Salina, Kansas 67402-0736

City of Salina

TELEPHONE · (785) 309-5700
FAX · (785) 309-5711
TDD · (785) 309-5747
E-MAIL · jacob.wood@salina.org
WEBSITE · www.salina-ks.gov

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Salina, Kansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jacob J. Wood
City Manager, City of Salina, Kansas

cc: Member Schultz
Member Hedlund

City of Sedalia

TELEPHONE (660) 827-3000

MUNICIPAL BUILDING
200 SOUTH OSAGE AVENUE
SEDALIA, MISSOURI 65301

FAX (660) 827-7800

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Sedalia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mayor Andrew Dawson

cc: Member Schultz
Member Hedlund

Eric Stephens
Mayor
16 W. 9th St.
Shawnee, OK 74801
Eric.Stephens@ShawneeOK.org

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As Mayor of the City of Shawnee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Kind regards,

Eric Stephens
Mayor

CC: Member Schultz
Member Hedlund

AUSTIN W. ROBINSON, MAYOR

CITY COUNCIL
MITCHELL J. HART, PRES.
PAUL GRITTON
RYAN CARPENTER
ROD WORTHINGTON

Alan E. Skinner
City Engineer/Planner

Andrea Haderlie
Clerk-Treasurer

CITY OF SODA SPRINGS

Historical Oregon Trail Oasis

9 West 2nd South - Soda Springs, Idaho - 83276 - (208) 547-2600 - fax (208)547-2601 - sodaspringsid.com

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Soda Springs, Idaho, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Soda Springs, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mayor Austin W. Robinson
City of Soda Springs, Idaho

cc: Member Schultz
Member Hedlund

City of South St. Paul

Office of the Mayor
James P. Francis

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in South St. Paul, Minnesota, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to deliver those benefits by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach and encourage investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to communities like mine, and I trust that the Surface Transportation Board will safeguard those benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

James P. Francis, Mayor

cc: Member Schultz
Member Hedlund

125 Third Avenue North | South St. Paul, MN 55075
Phone (651) 554-3284 | Fax (651) 554-3201
www.southstpaul.org

City of Sparks
Mayor

[p] 775.353.2311 • [fax] 775-353-1510 • 431 Prater Way, Box 857 • Sparks, NV 89432-0857

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of the City of Sparks, Nevada, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our city's economy, safely moving the goods that power our industries and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our city, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our city's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our city, the State of Nevada, and the national economy.

Sincerely,

Ed Lawson
Mayor

EL/Cb

cc: Member Schultz
Member Hedlund

Office of the Mayor
City of Springfield, Illinois
Misty Buscher
Mayor

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Proposed Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the Capitol City of Springfield, Illinois, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern. This merger represents a forward-looking and essential opportunity for our local economy, residents and businesses to further strengthen these connections and deliver long-term benefits.

By combining the resources, expertise, and reach of two historic carriers, the merged company will be essential to the prosperity of our communities.

This merger promises to deliver more dependable rail service, reduce congestion, and expand market access for our local communities. It will also encourage continued investment in rail infrastructure by enhancing safety, supporting job creation, and ensuring our community remains competitive in a growing economy. Ultimately, it will help build a resilient, innovative, and globally connected transportation system that serves the public interest well into the future.

For these reasons, we respectfully urge the Surface Transportation Board to approve the proposed merger between Union Pacific and Norfolk Southern.

Thank you for your consideration.

Sincerely,

Mayor Misty Buscher
City of Springfield

800 E Monroe, 300 Municipal Center East • Springfield, Illinois 62701 • (217) 789-2200 • Fax (217) 789-2109

City of St. Albans

P.O. BOX 1488 · ST. ALBANS, WEST VIRGINIA 25177
www.stalbanswv.com

Telephone Numbers
Mayor's Office .... (304) 727-2971
City Hall 722-3391
Police & Fire Depts. 727-2251
Building Department 727-2962
Parks & Recreation.....722-4625
Public Works 722-4259

Mayor
Scott James
1499 MacCorkle Avenue
St. Albans, WV 25177

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the City of St. Albans, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of St. Albans, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Scott James
Mayor

cc: Member Schultz
Member Hedlund

CITY OF
STERLING
ILLINOIS

MAYOR'S OFFICE

Industrious. Inspired. Innovative.

September 26, 2025

The Honorable Patrick Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington. D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Sterling, Illinois, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

Earlier this spring, the City of Sterling was proud to receive the State of Illinois' River's Edge Redevelopment Zone designation. The program aims to revitalize environmentally challenged properties, specifically river front properties. These redevelopment zones offer tax exemptions on building materials, potential property tax abatements, and state income tax incentives to encourage the clean-up and revitalization of former industrial sites. It's an exciting step in the long-term plans for not only our river front but the entire City of Sterling!

Working with our Redevelopment Zone designation, this merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

Our community has been proud and honored to be designated by Union Pacific as a "Train Town USA" in 2024. Sterling was founded by immigrants who migrated along the railroads expanding west across the United Sates. The strong manufacturing history in our city has heavily relied on the infrastructure of the railroad, and we are excited for the impacts this transcontinental railroad will bring.

On behalf of the City of Sterling, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mayor Diana Merdian

CITY OF SUNLAND PARK
NEW MEXICO
1000 MCNUTT RD, SUITE "A" SUNLAND PARK, NM 88063
PH. (575) 589-7565 | FAX (575) 589-1222

June 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Economic Development Director of the City of Sunland Park, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Nearly five hundred people work at Union Pacific's Santa Teresa Intermodal Terminal, which is located along the company's Sunset Route connecting Los Angeles and El Paso. Trains move through our area efficiently and efforts to streamline the movement of goods by rail will strengthen our country's transportation network.

The intermodal facility turned Doña Ana County into an economic engine responsible for 5,000 jobs and over $1B in total output. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mario Juarez Infante, PE
Sunland Park City Manager/Acting Economic Development Director

CITY OF SUNLAND PARK
NEW MEXICO
1000 MCNUTT RD, SUITE "A" SUNLAND PARK, NM 88063
PH. (575) 589-7565 | FAX (575) 589-1222

SUNLAND PARK

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I serve as the mayor of the City of Sunland Park, New Mexico, where Union Pacific trains travel in a safe and efficient manner every day, which is why I strongly support the company's proposed merger with Norfolk Southern. The opening of Union Pacific's Santa Teresa Intermodal Terminal 11 years ago transformed New Mexico's economy, but the company's steady community presence sets Union Pacific apart from other corporations.

Union Pacific invested $350,000 to establish the Union Pacific Industrial Careers Academy at Doña Ana Community College in Sunland Park three years ago. The academy is home-growing our workforce through fast-paced trade career programs designed to meet the employment needs of companies in the Santa Teresa Industrial Complex. This year, Union Pacific announced a $15,000 contribution to create a middle school STEM program that provides hands-on activities and field trips to Doña Ana Community College.

Even though trains operate safely through Sunland Park, Union Pacific provides emergency responders with specialized training to ensure we are prepared to respond to a potential accident. Our fire department appreciates the close working relationship with the company's local hazardous materials expert. The City of Sunland Park also has an open line of communication with Union Pacific's public affairs representative who we can call to address questions or concerns.

Railroads are an important part of communities across America. Union Pacific's continued support in our area demonstrates its dedication to helping neighbors in the communities they serve. I respectively urge the Surface Transportation Board to give full and favorable consideration to the Union Pacific and Norfolk Southern proposal.

Sincerely,

Javier Perea
Mayor

cc: Member Schultz
Member Hedlund

CITY OF TAMA

305 SIEGEL STREET
Tama, Iowa 52339
641-484-3822 Fax: 641-484-2715
Website: www.tamacity.govoffice2.com
Email: tamacityclerk@tamacityia.gov

Nov. 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Union Pacific-Norfolk Southern Merger Supports a Stronger American Rail Network

Dear Chairman Fuchs,

Communities and businesses in Iowa have relied on rail services for as long as the state has existed. As mayor of Tama, I have a very community-focused perspective, Iowa's small towns are the backbone of the state just as small towns across the country are the backbone of our nation. It's important to support small towns and the businesses that support them. Many of these businesses use rail transportation to ship goods out or materials in, which is why the merger between Union Pacific and Norfolk Southern is an exciting prospect for American communities.

The merger would expand Union Pacific's network into the east, opening direct access to new markets for communities. This newfound access could spur economic development and expansion of business practices in our communities. It also speeds up transportation times by eliminating transfers. Transportation times could be cut by 1-2 days, allowing industry to work more efficiently and compete more effectively.

On behalf of the city of Tama, I would respectfully urge the Surface Transportation Board to approve the merger. Help strengthen American rail and reinforce American industry by creating a more efficient rail network.

Sincerely,
Mayor Brian Hanus
City of Tama, Iowa

cc: Member Schultz
Member Hedlund

CITY OF
TOPEKA

Michael A. Padilla, Mayor
City Hall, 215 SE 7th Street Rm. 350
Topeka, KS 66603

mayor@topeka.org
Tel: 785-368-3895
www.topeka.org

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Topeka, Kansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Michael A. Padilla
City of Topeka

cc: Member Schultz
Member Hedlund

City of Trenton
Trenton Municipal Utilities
1100 Main St
Trenton MO 64683
660-359-4310 ~ 660-359-2283 ~ Fax: 660-359-2284

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Trenton, Missouri I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jackie Soptic
Mayor

Office of the City Manager
411 East Kern, Tulare, CA 93274
559.684.4200 | www.tulare.ca.gov

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As City Manager of the City of Tulare, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Marc Mondell, AICP, ICMA-CM
City Manager

Cc: Member Shultz
Member Hedlund

405 Jefferson Street, Washington, MO 63090

636-390-1000 www.washmo.gov

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board 3
95 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Mayor of the City of Washington, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
James D. Hagedorn

cc: Member Schultz
Member Hedlund

WELLS
NEVADA

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Mayor of the State of the City of Wells, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Gary Pollock
Mayor

TEL 775.752.3355 FAX 775.752.3419 finance@cityofwellsnv.com
MAILING P.O. BOX 366 • WELLS, NEVADA 89835 PHYSICAL 525 6TH STREET • WELLS, NEVADA 89835
The City of Wells is an equal opportunity employer

CITY OF
WEST CHICAGO

WHERE HISTORY & PROGRESS MEET

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of the City of West Chicago, I represent a community which owes it's growth to our location on the Galena and Chicago Union (now Union Pacific) railroad. Reliable rail service continues to be essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger seems to offer an opportunity to strengthen these connections and deliver long-term benefits without adverse impact on job security or price increases driven by reduction in competition.

We were heartened to see the support of the SMART-TD union for this merger and applaud UP's commitment to provide job security for rail workers. We believe that the presence of a thriving trucking industry will keep the transportation market competitive and curtail price inflation in the shipping market.

On behalf of the City of West Chicago, I respectfully urge the Surface Transportation Board to consider this merger so we can take advantage of the efficiencies of a trans-continental railroad.

Sincerely,

Mayor Daniel Bovey

cc: Member Schultz
Member Hedlund

475 Main Street
West Chicago, Illinois
60185

T 630.293.2200
F 630.293.3028
westchicago.org

Daniel Bovey
MAYOR

Tia Messino
INTERIM CITY ADMINISTRATOR

Woods Cross City
1555 S 800 W
Woods Cross, UT 84087

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the City Administrator of Woods Cross City, Utah, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bryce K Haderlie
City Administrator

Cc: Woods Cross City Council
Member Schultz
Member Hedlund

THE CITY-COUNTY OF
Butte-Silver Bow

Office of the Chief Executive
J.P. Gallagher, Chief Executive
Ph: 406-497-6222 E-Mail: jgallagher@bsb.mt.gov

11/05/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chief Executive of the Butte- Silver Bow I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

JP Gallagher
Chief Executive Officer

cc: Member Schultz
Member Hedlund

THE CITY-COUNTY OF
Butte-Silver Bow

Community & Economic Development
Kayla Lappin, Economic Development Coordinator
Ph: 406-497-6470 E-Mail: klappin@bsb.mt.gov

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As an economic development leader in Butte, Montana, reliable rail service is essential for our local economy, businesses and residents, especially at the Port of Montana, Montana's only port operation. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means less separate bills that a customer of the Port of Montana would have to pay. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Kayla Lappin
Economic Development Coordinator, The City-County of Butte-Silver Bow

cc: Member Schultz

Member Hedlund

CLACKAMAS COUNTY HISTORICAL SOCIETY

10/29/2025

The Honorable Patrick J. Fuchs, Chair
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

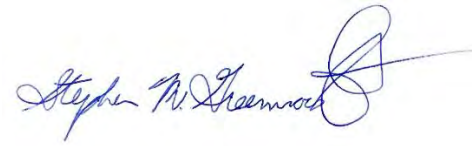
Chair Fuchs:

The Museum of the Oregon Territory recognizes the historic role that freight rail has played in supporting the economic development of Clackamas County and the State of Oregon. Throughout the state's history, rail transportation through carriers such as the Union Pacific Railroad has long connected communities to regional, national, and international markets, providing an efficient means for the movement of goods that support local industries and employment.

Our region depends on a rail network that ensures efficient supply chains, reliable market access, and continued investment in infrastructure and technology. Freight rail contributes to reduced highway congestion and emissions, serving as an important part of a balanced and sustainable transportation system.

A review of the Union Pacific–Norfolk Southern merger will help assess its potential impacts on service reliability, operational safety, and public benefit. Continued developments in the rail industry can support local economies while advancing environmental stewardship and public safety.

Thank you,



Stephen Greenwood, Executive Director

MUSEUM OF THE OREGON TERRITORY • STEVENS-CRAWFORD HERITAGE HOUSE

P.O. Box 2211 Oregon City, OR 97045
503-655-5574 www.clackamashistory.org
501c (3) Tax ID # 93-6024919

Clark County, WI



Founded in 1853

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Clark County/Central Wisconsin, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses, especially our Wisconsin manufacturers and agribusinesses, farmers, and producers in rural Wisconsin. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of my constituents in Supervisory District 21 of Clark County, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Brandon C. Hasz

Brandon C. Hasz
District 21 Supervisor,
Clark County Board of Supervisors

cc: Member Schultz
Member Hedlund

Climb
WYOMING

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Wyoming, I am writing to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railroad. Our organization, Climb Wyoming, recognizes the vital role that freight rail plays in connecting Wyoming's communities to broader markets, supporting local businesses, and fostering economic growth.

The merger presents a unique opportunity to strengthen our region's transportation infrastructure, expand geographic reach, and encourage investment in technology and workforce development. Reliable rail service is essential for Wyoming's economic vitality, and the enhanced network resulting from this merger will help our businesses access new markets, improve supply chain efficiency, and attract further investment.

We are particularly enthusiastic about the merger's potential to create new sources of economic growth and workforce opportunity. As an organization dedicated to advancing career training and placement for Wyoming single mothers, we see promise in the expanded rail network's ability to generate jobs, support workforce training initiatives, and increase opportunities for historically underrepresented groups in transportation and STEM fields.

Freight rail also contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation in our state. With thoughtful planning and collaboration, the merger can deliver long-term benefits for Wyoming's communities, businesses, and workforce.

We respectfully encourage the Surface Transportation Board to carefully consider the positive impact this merger will have on economic development and workforce opportunity in Wyoming, while ensuring that efficiency, safety, and sustainability remain at the forefront of national rail service.

Sincerely,



Katie Hogarty
Chief Executive Officer
Climb Wyoming
Ph: 307.742.9346
katie@climbwyoming.org

OCTOBER 24,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Utah , reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Utah, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Juliette Bautista

cc: Member Schultz
Member Hedlund

COCO
Coalition of Community Organizations
Rev. James L. Caldwell
5901 Market St.
Suite 15310
Houston, TX 77020
(832) 231-9176
cocohoustonnow@gmail.com
coalitionofcommunityorganizations.org

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Fifth Ward Community, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of COCO (Coalition of Community Organizations), I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
James L Caldwell

cc: Member Schultz
Member Hedlund

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Cobb Chamber of Commerce, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. Reliable rail infrastructure is essential to Cobb County's business community, and this merger offers an unprecedented opportunity to strengthen our county's role in regional, national, and global commerce.

Cobb County is home to the John W. Whitaker Intermodal Terminal in Austell, one of Norfolk Southern's largest classification yards in the Southeast and a cornerstone of our logistics network. This facility is not only a critical connector for businesses in Cobb and across Metro Atlanta, but also a driver of jobs, investment, and economic vitality. The proposed merger will build on this strong foundation by expanding the reach of Atlanta's and Cobb County's rail infrastructure, giving our companies direct and dependable access to markets across the United States.

For Cobb's manufacturers, distributors, and small businesses, this expanded network means faster service, fewer delays, and broader market opportunities. Just as important, it will help improve freight mobility, and support sustainable economic growth across our region. With Atlanta and Cobb County already recognized as global cities, this merger ensures that Cobb County will remain a vital logistics and business hub at the heart of a fully integrated coast-to-coast rail system.

We respectfully urge the Surface Transportation Board to approve this merger. Doing so will allow Cobb County and the broader metro Atlanta region to fully realize the benefits of enhanced connectivity, stronger supply chains, and expanded economic opportunity.

Sincerely,

Sharon Mason
President & CEO
Cobb Chamber of Commerce
404-308-8181
smason@cobbchamber.org

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Coffeyville Area Chamber of Commerce, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

As an organization dedicated to strengthening economic vitality and workforce opportunity in Southeast Kansas, we understand how critical an efficient, reliable transportation network is to local business success and national competitiveness. Freight rail has long served as a backbone of our regional economy—supporting our manufacturers, connecting agricultural producers to markets, and ensuring that small rural communities like ours remain linked to the broader U.S. supply chain.

The creation of America's first transcontinental railroad represents a historic opportunity to modernize and enhance this network. We believe this merger will:

- **Increase Service Efficiency:** By reducing interchange points and creating more direct routes, businesses will experience faster, more predictable delivery times—vital for today's just-in-time operations.
- **Strengthen Economic Competitiveness:** The combined network of more than 50,000 route miles will open new market access for U.S. industries and create new opportunities for communities of all sizes.
- **Drive Investment and Innovation:** With greater operational scale, the merged system can invest more deeply in technology, safety, and workforce development that supports long-term growth.
- **Enhance Sustainability:** Freight rail remains one of the most energy-efficient and environmentally responsible modes of transport, reducing highway congestion and lowering emissions.

This merger is about more than connecting two railroads—it is about advancing America's supply chain, empowering our workforce, and ensuring that rural and urban economies alike benefit from a stronger, more resilient rail system.

For these reasons, the Coffeyville Area Chamber of Commerce respectfully urges the Surface Transportation Board to give full and favorable consideration to the Union Pacific–Norfolk Southern merger.

Sincerely,

Candi Westbrook

Candi Westbrook
President & CEO
Coffeyville Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

Coffeyville Area Chamber of Commerce
807 Walnut, Coffeyville KS, 67377
www.coffeyvillechamber.org

Coffeyville Area
COMMUNITY
Foundation

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific–Norfolk Southern Merger
Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of the Coffeyville Area Community Foundation, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. We believe this merger will strengthen transportation networks and support economic growth in Coffeyville and similar communities.

Our foundation's mission is to sustain the Coffeyville area by supporting families, businesses, and community initiatives. Reliable freight rail has long connected our region to national markets, serving industries such as agriculture, energy, and manufacturing that rely on dependable shipping.

Union Pacific has been a dependable partner for our community for many years. The proposed merger offers additional benefits, including:

- **Improved reliability:** Reduced service disruptions for local industries and employers.
- **Faster shipping:** Streamlined routes help small businesses and farmers bring goods to market more quickly and competitively.
- **Community investment:** A stronger rail system can attract new business investment and support local infrastructure improvements.
- **Expanded opportunities:** Connecting more regions can help towns like Coffeyville grow and prosper.

Efficient freight rail keeps our community connected to opportunity and growth, strengthening families, schools, and neighborhoods. For these reasons, we respectfully encourage the Surface Transportation Board to give full and favorable consideration to the merger, which promises a more connected, sustainable, and prosperous future for Coffeyville and communities across America's heartland.

Sincerely,
Samantha Kudrick, Executive Director
Coffeyville Area Community Foundation

P.O. Box 635, Coffeyville, KS 67337 620-251-4769 sam@coffeyvillefoundation.org

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Rob Maness and I am a retired US Air Force Colonel and current CEO and owner of Iron Liberty Group, LLC. I recently authored an opinion piece in *The Defense Post* titled, "Bolster American Defense With a National Rail Champion." Today, I write to share this article and to underscore why the proposed merger between Union Pacific (UP) and Norfolk Southern (NS) is vital to America's national security and long-term economic resilience.

America's ability to project power abroad begins with strength at home. Every aircraft, ship, and missile that defends our nation relies on a robust domestic supply chain. One that moves steel, energy and critical minerals across our railways. Yet our rail network has been shrinking and decaying for more than a century, leaving inefficiencies and vulnerabilities that adversaries like China and Russia are eager to exploit.

The UP-NS represents a strategic solution. The merger will, for the first time, create an uninterrupted coast-to-coast network linking military bases, ports, and manufacturers. It will strengthen supply chains, reduce chokepoints, and alleviate our dependence on foreign-controlled routes. This deal is a national security necessity that will support defense readiness, spur job creation, and further American energy independence.

Rail remains the backbone of U.S. military logistics, capable of transporting vast quantities of essential goods securely and efficiently. Today, six separate Class I railroads divide the nation into regional silos, forcing inefficient handoffs that can delay critical shipments by days. In a time of crisis, such inefficiency could jeopardize missions and cost lives.

The merger would modernize and unify this vital infrastructure, enhancing defense readiness, driving job creation, and promoting energy independence. It is a forward-looking investment in America's strategic strength and industrial base.

Please find a copy of my published piece attached to this letter. Thank you for your attention to this matter and for your continued dedication to American railroad safety and competitiveness.

Sincerely,

Rob Maness
Retired U.S. Air Force Colonel

TheDefensePost

Bolster American Defense With a National Rail Champion

America's national security and military readiness depend on a stronger, more unified domestic rail network.

ROB MANESS | OCTOBER 28, 2025

American strength abroad begins at home. Every jet that takes off, ship that sets sail, and missile that deters our enemies relies on a supply chain that runs through our railroads.

Yet for over a century, our rail network has been shrinking due to neglect and a growing reliance on imports.

We can build hypersonic missiles, but moving critical goods like steel and energy supplies across the country remains inefficient. That's a dangerous weakness — one that rivals like China and Russia are eager to exploit.

Foreign Rail Giants Are Moving In

Even our neighbors are drawing closer, forging trade and security ties that position foreign rail companies at the heart of North American commerce.

The CEO of Calgary-based Canadian Pacific-Kansas City railroad was front and center at a recent summit between Canada and Mexico, highlighting this shift.

Meanwhile, America debates whether it can afford a true national rail champion of its own.

A Rail System Ill-Suited for Today's Needs

As freight has shifted from rail to highways over the past decades, our system no longer matches the needs of a 21st-century superpower.

Trucks clog highways and are far more vulnerable to disruption. While acceptable for consumer deliveries, this is a national security liability when it comes to getting supplies to our warfighters on time.

Backbone of Military Logistics

Rail, by contrast, can move massive quantities of goods quickly and securely across long distances. Historically, it has been the backbone of military logistics.

But today, our rail system is divided across six Class I railroads operating in regional silos. For shipments that cross the country, these divisions force handoffs, called interchanges, which delay freight by days as crews swap and paperwork is processed.

When the stakes are low, those delays may just be a headache that drives up costs. But in times of conflict, that could hinder American military readiness and cost lives. If tanks, ammunition, or fuel can't move from America's heartland to coastal ports without bureaucratic logjams, lives will be at risk and missions will fail.

The Case for a Unified Rail Network

The proposed merger between Union Pacific (UP) and Norfolk Southern (NS) presents a historic opportunity.

For the first time, uninterrupted coast-to-coast service would connect military bases, defense manufacturers, ports, and more.

The companies project faster, more reliable service, which means a more prepared and responsive military. A modern, unified rail network would strengthen our supply chain and reduce costly choke points.

It would also lessen dependence on foreign rail lines in Canada, which already operate their own transcontinental networks.

Some railroads oppose the merger, fearing lost market share. But from a national security perspective, the UP-NS deal is a chance to reclaim dominance in a sector that underpins both the economy and military power.

Regulatory Review and National Interest

Regulators at the Surface Transportation Board will review the merger to ensure it serves the public interest.

This review must recognize the deal for what it is: a national security imperative that strengthens supply chains, fuels energy independence, creates American jobs, and ensures military readiness.

Without a strong, unified rail system, America cannot maintain global military dominance. To lead abroad, we must first build strength at home.

This is our moment to invest in infrastructure that keeps us free and competitive — reminding the world that American power is built on American steel, American energy, and American grit, moved across American rails.

Rob Maness is a retired US Air Force Colonel, a former wing and squadron commander, veteran of the Iraq and Afghanistan wars, a survivor of the 9/11 Pentagon Attack, CEO and owner of Iron Liberty Group LLC, and host of *The Rob Maness Show*.

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs,

My name is Tom Magness, and I am writing to express my strong support for the proposed merger between Norfolk Southern (NS) and Union Pacific (UP). As a retired U.S. Army Colonel, I understand the critical role railroads play in driving our domestic supply chains and national security. Rail accounts for roughly 28% of all U.S. freight movement. As global supply chains face increasing threats, this merger presents an opportunity to boost freight volume and expand the logistics capacity needed to strengthen our industrial base.

Railroads play an indispensable role in the defense industry by transporting the raw materials and supplies that sustain our national defense. From coal and critical minerals to steel and advanced manufactured components, our freight rail networks deliver the upstream materials needed to build and maintain the technologies that protect us from our foreign adversaries. Railroads also move military equipment through the Strategic Rail Corridor Network (STRACNET), ensuring that essential supplies and vehicles can be transported safely and efficiently when called upon – all done in a much more sustainable fashion than alternatives such as interstate trucking.

The proposed merger will enhance our nation's ability to mobilize weapons, equipment, and humanitarian aid during times of crisis. Currently, the U.S. rail system includes six different Class I railroad companies. Reducing interchange points between carriers lowers the risk of delays, disruptions, and system failures.

One of the great benefits of combining forces is shared resources. NS and UP together have the combined ability to invest billions annually in private capital that would allow for the modernization of key chokepoints, strengthened cybersecurity, and increased capacity across both eastern and western corridors.

This merger will create the only transcontinental, U.S.-based Class I railroad, enhancing competitiveness in a domestic market where two of the six major Class I railroads are headquartered in Canada. The UP–NS merger will reinforce America's economic and strategic independence in freight movement, ensuring that the

backbone of U.S. supply and defense logistics remains American-led and American-operated.

Thank you for your continued leadership in protecting and strengthening America's rail system. I, along with what I am sure are many other U.S. Army veterans interested in strategic transportation issues, urge you and the Board to act on the significant benefits this merger offers for our national defense and economic competitiveness.

Sincerely,

Tom Magness
Colonel (retired), US Army

COLE Automotive Group, LLC

NISSAN HONDA KIA SUBARU

10/11/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader and business owner in southern West Virginia, as well as a past state Senate President in our state, I would strongly advocate that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver many long-term benefits.

The merger promises coast to coast coverage which means faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of myself and the citizens of southern West Virginia, I would respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Best personal regards,

Bill Cole
President Cole Automotive Group

cc: Member Schultz
Member Hedlund

P.O. Box 1810 • Route 460-Green Valley • Bluefield, WV 24701 • (304) 327-0511 • Fax (304) 325-8529
www.billcoleautomall.com

SAM BUSHMAN
Presiding Commissioner
(573) 634-9113

JEFF HOELSCHER
Eastern District Commissioner
(573) 634-9112

HARRY OTTO
Western District Commissioner
(573) 634-9111



DEBBIE MALZNER
Finance Officer
(573) 634-9162

JILL C. LAHUE
County Counselor
(573) 634-9107

MELODY WELSCHMEYER
Administrative Assistant
(573) 634-9110

Cole County Commission

311 East High Street, Jefferson City, MO 65101
(573) 634-9110 FAX (573) 634-8031

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Western District Commissioner for Cole County, Missouri, I am writing to urge the Surface Transportation Board (STB) to approve the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

By creating our country's first transcontinental railroad, this merger would enhance transportation efficiency by eliminating interchange delays, opening new markets, and increasing competitiveness for American manufacturers and businesses.

Manufacturing is the backbone of Missouri's economy, accounting for more than 11 percent of the state's total economic output. In Cole County, manufacturers like Unilever, Quaker Windows & Doors, and Morris Packaging sustain the livelihoods of local families and keep our communities strong. With the more reliable and affordable rail service this merger promises to deliver, Missouri manufacturers will be able to depend on faster deliveries and greater shipping efficiency – bringing more goods to markets at lower prices. That's good for consumers, local businesses, and the workers they employ.

Just as importantly, both Union Pacific and Norfolk Southern have demonstrated a long-standing commitment to the people and communities they serve, contributing a combined $300 million to philanthropic initiatives. These investments – focused on workforce training, safety initiatives, and community revitalization – reflect a shared commitment to true partnership with the communities they serve and align closely with our own efforts to make Cole County safe, stronger, and more resilient.

For Missourians, this merger represents a strategic investment in our state's economic future and in the infrastructure that sustains it. I respectfully urge the Surface Transportation Board to approve it without delay.

Thank you for your time and consideration.

Sincerely,



Harry Otto

Western District Commissioner
Cole County, Missouri
hotto@colecounty.org / 573-291-3431

cc: Member Schultz
Member Hedlund

SAM BUSHMAN
Presiding Commissioner
(573) 634-9113

JEFF HOELSCHER
Eastern District Commissioner
(573) 634-9112

HARRY OTTO
Western District Commissioner
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Administrative Assistant
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Cole County Commission
311 East High Street, Jefferson City, MO 65101
(573) 634-9110 FAX (573) 634-8031

October 29, 2025

The Honorable Patrick L. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Presiding Commissioner of Cole County and member of the County's Workforce Development Task Force, I write in strong support of the proposed merger between Union Pacific and Norfolk Southern (UP-NS) to create America's first transcontinental railroad. This historic agreement will connect approximately 100 ports across 43 states - including right here in Missouri - and it's potential for communities like ours in Central Missouri is transformative.

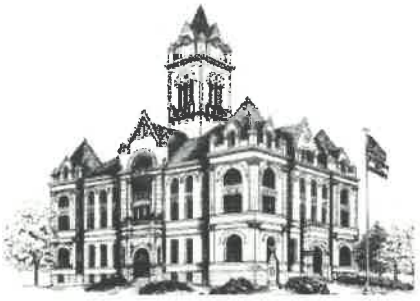
The UP-NS merger promises to transform the US supply chain, unleash the industrial power of America manufacturing, and create new engines of economic growth and workforce opportunity while preserving union jobs. For Cole County the benefits are especially significant.

Cole County is experiencing substantial growth, with expanding industrial capacity and a skilled workforce eager for new opportunities. This merger will directly connect our local businesses to national and international markets, strengthening Missouri's role in the US supply chain. As we continue investing in workforce development and helping local businesses reach broader markets, reliable and efficient transportation infrastructure remains essential to our success.

SAM BUSHMAN
Presiding Commissioner
(573) 634-9113

JEFF HOELSCHER
Eastern District Commissioner
(573) 634-9112

HARRY OTTO
Western District Commissioner
(573) 634-9111



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(573) 634-9162

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311 East High Street, Jefferson City, MO 65101
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Eliminating inefficient handoffs between rail carriers will shorten shipping times, lower costs, and make Cole County businesses more competitive at home and abroad.

In April of this year Cole County opened up our CART, multimodal railroad spur out in our Industrial area, and tying in to Union Pacific. It has been very successful, and we are in the planning stage of doubling our spurs. We just picked up a new user, shipping out of Savannah, Georgia!

Having spent more than 40 years as a businessman in Jefferson City, I've seen how infrastructure investments can make or break local economies. I've built and managed companies through shifting markets and understand what businesses need to thrive: efficient logistics, access to markets, and a dependable workforce. This merger delivers on all three. It's a practical, forward-looking solution that aligns with the needs of business owners and economic developers alike.

I respectfully urge the Surface Transportation Board to approve this merger so that communities like ours can realize the substantial economic and workforce benefits it will bring.

Sincerely,
Sam Bushman
Cole County Presiding Commissioner

cc: Member Schultz
Member Hedlund

October 16,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the Colfax Railroad Days, an organization which celebrates the history of the Transcontinental Railroad and its impact on the Colfax Ca region, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Caroline McCully

cc: Member Schultz
Member Hedlund

COLORADO CHAMBER
OF COMMERCE

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Colorado Chamber of Commerce, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Thank you,

Loren Furman
President & CEO

cc: Member Schultz
Member Hedlund

1700 Broadway, Suite 525, Denver, CO 80290
303.831.7411

COCHAMBER.COM

FOR BUSINESS.
FOR COLORADO.
FOR TOMORROW.

9/26/30

The Honorable Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Director of the Colorado Competitive Council (C3), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. C3 advocates for policies and actions that support a better business climate in Colorado, as well as economic empowerment for every Coloradan. This merger supports both of those ends, and C3 endorses this merger wholeheartedly.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Parker White, Director – Colorado Competitive Council

cc: Member Schultz
Member Hedlund

State Representative
MEGHAN LUKENS
Colorado State Capitol
200 East Colfax Avenue, Room 307
Denver, Colorado 80203
Office: 303-866-2923
Cell: 970-846-9168
Email: meghan.lukens.house@coleg.gov

Chair:
Education Committee
Member:
Agriculture, Water & Natural Resources Committee

COLORADO
HOUSE OF REPRESENTATIVES
State Capitol
Denver
80203

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative for House District 26 in the Colorado House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Meghan Lukens
State Representative
House District 26

cc: Member Schultz
Member Hedlund

October 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization in Greeley, CO, the Colorado Model Railroad Museum (CMRM) cannot speak to the proposed merger but do want to share firsthand experience with Union Pacific Railroad's commitment to our mission of providing a model railroad experience that educates, inspires, and brings joy to all ages.

The CMRM provides education to all ages in areas of S.T.E.A.M. (Science, Technology, Engineering, Art, and Math). In the past Union Pacific has supported the CMRM Steam Kids Virtual Classroom with a grant to provide programming during the pandemic. We have also worked closely with Union Pacific to create safety for the Steam Program visits to Greeley.

On behalf of the Colorado Model Railroad Museum, I respectfully request the Surface Transportation Board consider the significant positive impact Union Pacific has on our community.

Sincerely,

Michelle Kempema

Michelle Kempema
Executive Director

Cc: Member Schultz
Member Hedlund

ROUTT COUNTY
COLORADO

522 Lincoln Avenue, Suite #30
Steamboat Springs, CO 80487
970-879-0108
www.co.routt.co.us

October 31, 2025

The Honorable Patrick J. Fuchs, Chair, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific Merger — Docket No. FD 36873

Dear Chair Fuchs:

As Chair of the Routt County Board of County Commissioners, I am writing to express Routt County's support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). Since 2023, Routt County has been working with UP to reintroduce passenger rail service in Northwestern Colorado. Our discussions with UP have been productive and demonstrate a genuine willingness to collaborate with local communities, giving us great optimism about the future of our partnership.

For more than six decades, freight rail has provided critical transportation infrastructure for Routt County's industries, particularly coal mining. As coal shipments decline, we see growing opportunities to revive passenger rail service, which operated on our line until the 1960s. We also continue to support freight movement along this corridor and have worked with the Colorado General Assembly to create tax incentives encouraging businesses to relocate to coal-impacted communities and use rail for shipping. Routt County is strongly supportive of maintaining and expanding the use of our local rail line for both freight and passenger transportation.

Union Pacific is an essential transportation partner for Colorado, providing efficient, reliable, and cost-effective service to businesses large and small. America's freight and passenger rail network is not only vital to our economic growth but also one of the most sustainable modes of transportation available, helping to reduce highway congestion and greenhouse gas emissions.

Through this proposed merger, UP and NS have a unique opportunity to strengthen the national rail network and deliver tangible benefits for shippers, consumers, and communities. We are confident that both companies will consider any concerns raised, including those expressed by labor organizations. For Northwest Colorado specifically, we see clear benefits in the form of reduced transit times and expanded market reach. Beyond these operational improvements, this merger represents a chance to keep American rail globally competitive and sustain good jobs for skilled workers across the country. We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Sonja Macys, Chair
Routt County Board of County Commissioners

Scott Bright
State Senate
Colorado State Capitol
200 E. Colfax Avenue, room 346
Denver, Colorado 80203
scott.bright.senate@coleg.gov
Office: 303.866.4855

Committees:
Ranking Member,
Education

Member,
Finance
Health and Human Services
Sales Use and Tax
Simplification Task Force

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Colorado State Senator for Senate District 13, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Senator Scott Bright
Colorado State Senate, District 13

cc: Member Schultz
Member Hedlund

DYLAN ROBERTS
State Senator
200 E. Colfax Avenue, Room 339
Denver, Colorado 80203
Capitol: (303) 866-4871
Email: dylan.roberts.senate@coleg.gov

COMMITTEES
Chair: Agriculture & Natural Resources
Member: Judiciary, Legal Services

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the State Senator representing Colorado's 8th Senate District, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Dylan Roberts
Senate District 8

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Chamber Coordinator of the Colton Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Christina Gaitan

Christina Gaitan

cc: Member Schultz
Member Hedlund

Columbia Area Development Partnership
Richland County's Economic Engine

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Jeff Ruble and I am the CEO of the Columbia Area Development Partnership (CADP) in South Carolina. Our mission is to drive high-impact economic growth by accelerating new industry investment, keeping current employers rooted and ready for ongoing success, and fostering a dynamic, future-ready workforce. With that mission in mind, the CADP emphasizes the importance of a robust transcontinental railroad to these goals.

A transcontinental railroad has the ability to reduce shipping costs, ease bottlenecks, and strengthen regional connectivity. A robust railroad would become the primary freight transportation option for Richland County and abroad.

Production output is central to our region's economic future. Soon, Richland County will be home to a Scout Motors' $2 billion production facility, which is expected to create 4,000 jobs and produce more than 200,000 vehicles annually beginning in 2027. Success for this facility depends on reliable access to national markets – a need that a transcontinental railroad would fulfill. With coast-to-coast rail, Richland County could emerge as a hub for U.S. manufacturing, benefitting Scout Motors as well as the countless other producers that rely on our region.

Our grain processing industry would benefit from access to a transcontinental railroad as well. Although Richland is a key nexus for grain processing and distribution, we depend heavily on imports of raw materials from the Midwest. Without a direct rail line, shipping bottlenecks and high transportation costs have consistently delayed on-time deliveries and driven up consumer prices across the region. A transcontinental railroad could help resolve those challenges.

Richland County is just one of many communities across America that would be changed for the better by a transcontinental rail network. As the leader of its CADP, I have firsthand experience

Columbia Area Development Partnership
1201 Main St., Suite 1110 Columbia, SC 29201
Phone: (803) 576-2043
www.ColumbiaAreaDevelopment.com

of how a transcontinental railroad can strengthen domestic manufacturing and enhance the overall well-being of the people and businesses in my area.

A transcontinental railroad could provide an unprecedented boost to American manufacturing – an opportunity unlike any our country has seen.

Sincerely,

Jeff Ruble
CEO, Columbia Area Development Partnership

Columbia Area Development Partnership
1201 Main St., Suite 1110 Columbia, SC 29201
Phone: (803) 576-2043
www.ColumbiaAreaDevelopment.com

CBC | Columbia Basin College
We All Soar Together

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

Columbia Basin College (CBC) is proud to serve more than 12,000 students each year, many of whom are the first in their families to attend college. As a Washington community college, we provide students with affordable access to higher education and career training that leads to strong futures.

Over the last few years, we have partnered with Union Pacific Railroad to increase opportunities into trade-focused workforce programs. These opportunities give our students the skills they need to step into high-demand careers, including those in the freight rail industry. For many, this means stable jobs, good wages, and the ability to support their families while contributing to Washington's economy.

We know one of the greatest challenges for students is finding clear, reliable career pathways after graduation. Union Pacific Railroad has been both a recruiting and funding partner to CBC, making it possible for students to see real opportunities in industry. By working together, we are opening doors for students to succeed in meaningful careers that keep our communities and state moving forward.

In this spirit, I write to express support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is vital to Washington's economy, while also creating career opportunities for the students we serve.

Columbia Basin College's success is reflected in the thousands of graduates who join Washington's workforce each year. Our focus on student achievement ensures that graduates are prepared for the jobs of today and tomorrow. With partners like Union Pacific, we can give students not just an education, but a career pathway. The proposed merger offers the promise of even greater stability and opportunity for students entering freight rail and related industries.

Sincerely,

Jesus Mota
Dean for Career and Technical Education

September 28, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of Portland's Columbia Corridor Association (CCA), I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. CCA represents 3500 businesses of many sizes and industries who collectively employ more than 75,000 in the Portland metro area. The Columbia Corridor is at the nexus of two interstate rail lines, two interstate highways, an international airport and international seaport. Many of our members depend on efficient, reliable, and cost-effective freight service to compete and remain viable in today's economy.

Freight rail is a fundamental component of the Oregon state economy. Rail powers Oregon industry, safely moves our exports and supports our farmers, connecting Oregon communities to markets everywhere. Reliable rail service helps Oregon businesses remain competitive against aggressive overseas competition and remain right here in North America, supporting job stability and growth, and bolstering the long-term vitality of our communities.

CCA believes the proposed merger will strengthen our essential freight rail network and deliver meaningful benefits to Portland businesses and the broader economy, including:

- **Improved Service Reliability:** The combined network will offer more direct routes across the country and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating handoffs, the combined railroad will shorten delivery times, helping businesses meet customer demand more quickly and efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** A broader geographic footprint will open new opportunities for Oregon manufacturers and agricultural producers to access customers nationwide and globally.

We encourage regulatory review authorities to thoroughly consider the economic impacts of this merger; in particular, concern for increased prices. If a customer ships from Oregon to Virginia, it will likely become more difficult to choose the cheapest carrier for the eastern leg.

Thank you for the opportunity to share our perspective and for your leadership on this important matter.

Respectfully submitted,

Corky Collier
Executive Director

cc: Member Schultz
Member Hedlund

PO Box 55651 ● Portland, OR 97238 ● 503.287.8686 ● ColumbiaCorridor.org

COLUMBIA GORGE
DISCOVERY CENTER & MUSEUM

November 5, 2025

Daniel Cosgrove
Director of Education
Columbia Gorge Discovery & Museum
5000 Discovery Drive
The Dalles, Oregon 97058

Subject: Comment on Union Pacific's Funding of Community Programs

To Whom It May Concern,

Though I can not speak to the consequences of a possible merger, I can comment, as a recipient of Union Pacific's generosity and support in our environmental education work, that their contributions have had an outsized impact on improving environmental literacy within the communities we serve.

Over the past several years, Union Pacific has provided consistent funding that has allowed us to expand our field-based learning programs, bring more students into direct contact with Oregon's natural and cultural landscapes, and build partnerships that connect schools, families, and community organizations around shared stewardship goals.

This ongoing partnership has become foundational to our ability to reach youth and adults across the Columbia Gorge region. The reliability of their support has enabled us to plan for long-term impact, deepen relationships with educators, and sustain the staff and materials that make hands-on science learning possible.

I would be glad to speak further with anyone interested in learning more about how Union Pacific's community investment has translated into measurable educational outcomes and a stronger, more connected community.

Sincerely,



Daniel Cosgrove

COLUMBUS
AREA CHAMBER OF COMMERCE
CITY OF POWER AND PROGRESS

Columbus Area Chamber of Commerce
402-564-2769
753 33rd Ave | Columbus, NE 68601
thecolumbuspage.com

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Columbus Nebraska, reliable rail service is essential for our local economy, businesses and residents. With more manufacturing per capita than anywhere else in our Federal Reserve district, the importance of reliable rail service is greater than many of our peer communities. Our manufacturing community extensively uses Union Pacific and relies on them to provide reliable and cost-effective rail service to transport product in and out of our community.

The proposed Union Pacific–Norfolk Southern merger offers an opportunity to ensure long term reliability for our rail infrastructure and deliver long-term benefits for our manufacturers and our business community at large. The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure that will lead to enhanced safety, job creation and ensuring the Columbus community is in a position to grow and succeed economically in an increasingly competitive economic environment.

On behalf of the Columbus Area Chamber of Commerce and our nearly 700 members, I respectfully urge the Surface Transportation Board to approve this merger so the Columbus community can take advantage of the efficiencies, investments and opportunities it will bring. Since our community's founding in the 1856, our success and growth has occurred in part to being located on the Union Pacific main line, and we wholeheartedly believe that the proposed Union Pacific Transcontinental Railroad will continue to benefit the Columbus community for years to come.

Sincerely,

Dawson Brunswick, President

cc: Member Schultz
Member Hedlund

COLUMBUS CHAMBER OF COMMERCE

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the Columbus Chamber of Commerce, representing the entire Columbus Ohio Region, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

The Columbus Chamber of Commerce is a mission-driven nonprofit organization serving more than 2,500 organizations throughout the Columbus Region. Founded in 1884, the Columbus Chamber is dedicated to fostering prosperity and growth in the Columbus Region Business Community through connections, resources, and advocacy. Serving as the epicenter of the Columbus Region's business community, the Columbus Chamber provides an interconnected ecosystem where businesses collaborate to eliminate barriers to prosperity, creating a vibrant environment for enterprises throughout the Columbus Region.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,



Derrick R. Clay
President and CEO
COLUMBUS CHAMBER

150 South Front St. | Suite 220 | Columbus, OH | 43215
www.columbus.org
O: (614) 225-6917
M: (614) 571-1138
derrickclay@columbus.org

cc: Member Schultz
Member Hedlund

COMMERCE BUSINESS COUNCIL
CHAMBER OF COMMERCE

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Commerce Business Council, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Robert Taylor
Executive Director

cc: Member Schultz
Member Hedlund

Nov. 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The proposed merger between Union Pacific (UP) and Norfolk Southern (NS) presents a pivotal moment for American freight policy. I am submitting my attached op-ed, *"Union Pacific–Norfolk Southern: A Merger That Strengthens Competition Where It Counts,"* published in *The National Law Review*, to contribute to the Surface Transportation Board's public record and to highlight why this merger aligns with the Board's statutory mission to serve the public interest.

Unlike most mergers reviewed by the Department of Justice or the Federal Trade Commission, rail consolidations fall under the exclusive jurisdiction of the Surface Transportation Board. Congress directed the Board to evaluate these transactions not only through the lens of competition, but also with regard to service quality, safety, and system reliability. The central question is whether the merger benefits the public and in this case, the answer is yes.

The facts are clear. Union Pacific and Norfolk Southern operate in largely distinct geographic corridors, with minimal overlap. Their networks are complementary, not competitive. By linking these systems, the merger will create America's first truly transcontinental railroad, offering seamless coast-to-coast service without costly handoffs. This efficiency will strengthen rail's ability to compete with trucking, which has long benefited from massive public investment and route flexibility.

The results of this merger are clear: More choices for shippers, downward pressure on freight rates, and better service across the board. This is competition in its most dynamic form – what economists call a "discovery process," where firms innovate to meet consumer needs.

Some critics argue that the size of the merged entity should raise concerns. But the Board's role is not to judge scale in the abstract. It is to determine whether the merger enhances consumer welfare. In this case, scale brings efficiency, and efficiency brings lower costs and better service.

Overregulation or reflexive opposition to mergers risks dulling the very forces that make markets work. As Friedrich Hayek warned, central planning can undermine the spontaneous order of competition and innovation. The STB should heed that lesson and approve this merger.

Thank you for your consideration of this matter. I hope this perspective adds value to your deliberations and underscores the broader public benefits this merger can bring.

Sincerely,

Ashley Baker
Director of Public Policy, Committee for Justice

Cc: Member Michelle Schultz
Member Karen Hedlund

THE NATIONAL LAW REVIEW

Union Pacific–Norfolk Southern: A Merger That Strengthens Competition Where It Counts

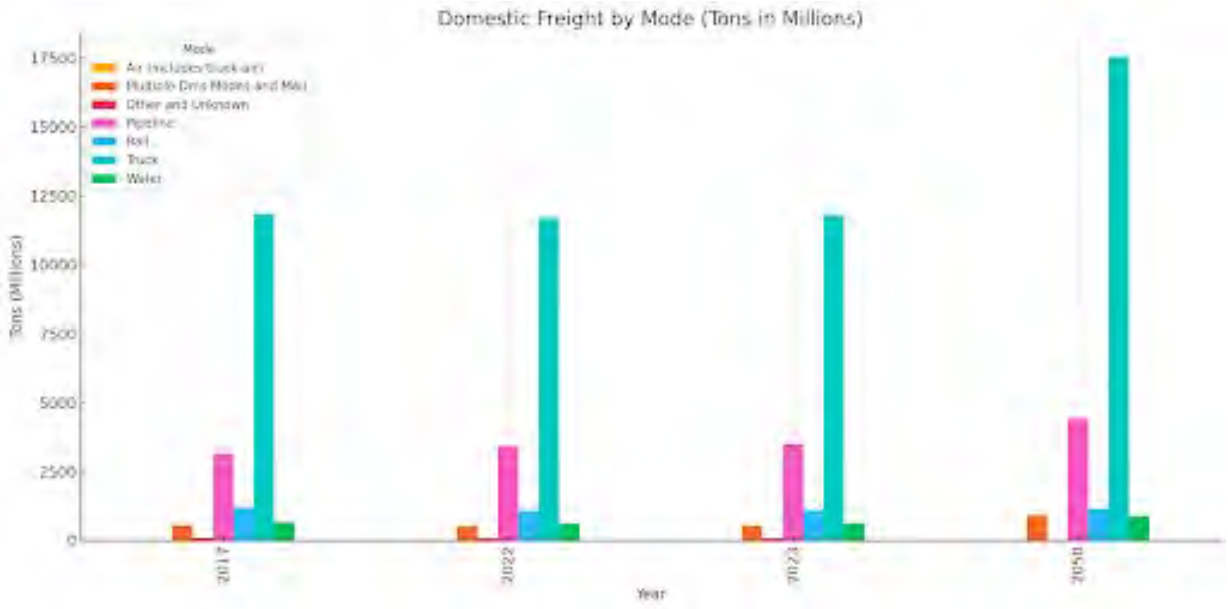
by: Ashley Baker The Committee for Justice
Tuesday, September 16, 2025

When evaluating mergers, the law demands a balance: protecting competition while allowing efficiencies that benefit consumers. The proposed Union Pacific–Norfolk Southern merger, now before the Surface Transportation Board (STB), will test whether regulators can apply that balance in a fact-driven way.

Unlike most mergers reviewed by the Justice Department or Federal Trade Commission, railroads fall exclusively under the STB's jurisdiction. Congress instructed the Board to approve rail consolidations if they serve the "public interest"—a standard broader than conventional antitrust tests. Competition matters, but so does service quality, safety, and system reliability. At the end of the day, however, the question is simple: will the merger benefit the public?

On the facts, the companies' networks are complementary, not overlapping. Union Pacific covers the western and central corridors; Norfolk Southern is anchored in the east. Their lines rarely compete for the same customers. Rather than removing a rival, the merger would stitch together a seamless coast-to-coast system—America's first truly transcontinental railroad.

That matters because the real competitive challenge affecting transport by rail is not other railroads but trucking. For decades, long-haul trucking has gained market share at rail's expense, aided by massive highway investments and the flexibility of trucks to serve any route. The result has been fewer choices for shippers and higher costs for consumers. Markets flourish when firms are free to compete across modes, each pressured to improve by the actions of the other.



Source: U.S. Department of Transportation Bureau of Transportation Statistics

By linking networks, the merged company could offer direct cross-country service without costly handoffs. That efficiency would force both rail and trucking to sharpen their offerings. Shippers would have more options, rates would reflect increased competition, and consumers would ultimately pay less. Many economists described competition as a "discovery process," where entrepreneurs continually find ways to serve customers better. A Union Pacific-Norfolk Southern merger exemplifies this dynamic: it "discovers" a new way to deliver goods more efficiently across the *entire* continent. In other words, rail would finally become a real coast-to-coast shipping option.



Critics argue that size alone makes the deal suspect. However, the STB's role is not to decide whether the merged entity looks "too big" but whether it advances consumer welfare. Here, scale means efficiency, and efficiency means downward pressure on shipping costs.

The STB's "new rules," adopted in 2001, require mergers to include provisions for "enhanced competition." This merger does precisely that—not by pitting railroads against each other where overlap is minimal, but by enabling rail to better compete with trucking. Value is determined by consumers' needs, not regulators' abstractions. For shippers, that value lies in reliable, cost-effective service—and the merged system promises to deliver for the consumer.

Overregulation or reflexive opposition to mergers risks dulling the very forces that make markets work. The Nobel Prize-winning economist Friedrich Hayek cautioned against the hubris of central planning, where authorities impose their preferred structures instead of letting rivalry and discovery run their course. The STB should heed that warning. This merger is not about protecting incumbents; it is about empowering competition between modes of transport, giving shippers more leverage, and driving costs down for consumers.

The statutory framework does not ask whether a merger is politically popular or ideologically comfortable. It asks whether the merger serves the public interest. By broadening options, strengthening rail–truck competition, and lowering costs, the Union Pacific–Norfolk Southern merger does exactly that.

All of the views and opinions expressed in this article are those of the author and not necessarily those of The National Law Review.

Helping People. Changing Lives.
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www.ccsct.org
801 N. State Hwy 123 Bypass, Seguin, Texas 78155
Office: 830-303-4376 Fax: 830-372-5354

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in South Central and West Texas, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

Union Pacific has also demonstrated a strong commitment to our community by awarding two grants to the Community Council of South Central Texas. Their support has strengthened our homelessness prevention programs, helping low-income residents and veterans avoid eviction, maintain housing stability, and work toward self-sufficiency. This partnership has directly advanced our mission of empowering vulnerable families and building stronger, healthier communities.

On behalf of the Community Council of South Central Texas, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally, and across the globe.

Sincerely,

Bobby Deike, CCAP
Executive Director

cc: Member Schultz
Member Hedlund

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Marshall & Ohio Counties in West Virginia, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of former West Virginia Delegate and Marshall County Commissioner Michael T. Ferro, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Michael T. Ferro

Michael T Ferro

cc: Member Schultz
Member Hedlund

CRC 100 YEARS
COMMUNITY RESOURCES COUNCIL INC.

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (Docket No. FD 36873)

Dear Chairman Fuchs:

On behalf of the Community Resources Council (CRC) in Topeka, Kansas, I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern, which would establish a truly transcontinental railway system. We believe this merger offers the potential for significant benefits—not just in terms of rail infrastructure and logistics—but for communities across the nation, including those we serve here in Topeka.

CRC is a longstanding community nonprofit, dedicated to linking resources, advocating for equitable access, and advancing initiatives that foster stability and opportunity in our region. Through our CRC*CARES Home Tenant to Homeowner Program, we work to help local families transition from renting to owning—a key pathway to longer-term financial security and rooted community investment.

We were honored to receive recent support for the CRC*CARES Homes initiative through the Community Ties Grant provided by Union Pacific. That grant will allow us to expand services, reach more families, and accelerate homeownership among deserving residents. The investment from Union Pacific makes it possible for everyday Kansans to build equity, strengthen neighborhoods, and grow a more resilient community.

Union Pacific's engagement in Topeka is not merely transactional—it reflects a deeper commitment to civic partnership. That kind of corporate citizenship is rare and meaningful. We see how their giving, volunteerism, and local presence have already enriched the quality of life for many in our city.

We believe the proposed merger would amplify these positive effects in several ways:

- Enhanced capacity and reliability across the national rail network would benefit local economies by improving freight responsiveness, reducing bottlenecks, and attracting new commercial investment to regions along the route.
- Greater operational scale may lead to more efficient resource allocation, allowing Union Pacific to maintain or even expand philanthropic and community engagement in the places where it already operates.
- Wider strategic alignment would enable Union Pacific to more effectively support community-scale investments—like ours—in a broader, interlinked footprint.

As a community organization directly affected by Union Pacific's corporate citizenship, CRC sees this merger as more than an infrastructure transaction. It is an opportunity to expand the social, economic, and civic ripple effects of a company that already invests locally. In Topeka, the benefits will be tangible: stronger neighborhoods, more homeowners, improved local vibrancy, and deeper civic partnerships.

We respectfully urge the Surface Transportation Board to approve Docket No. FD 36873 and allow this merger to proceed. We are confident that the merger will preserve—and likely expand—Union Pacific's ability to serve as a positive force in communities across the country.

Thank you for your consideration. Please feel free to contact me if you require any further insights from our perspective in Topeka.

Sincerely,

Mary Thomas

Mary Thomas
Executive Director
Community Resources Council

Board of Directors, Community Resources Council:
Matt Marple — Chairman
Mike Chilcote - Treasurer
Ed Carmona — Secretary
David Thompson — Immediate Past-Chairman
A.J. Patterson
Kelly Amos
Kevin McClain
Ruth Santer
Tara Wallace
Eve Kendall



October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Connor Wolfe, and I am the owner of Connor Wolfe Thrifts, a small business based in Clemson, South Carolina, that sells curated apparel and lifestyle goods to customers across the Southeast. I am writing to express my support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

For small businesses like mine, logistics and shipping reliability are the foundation of growth. The UP-NS merger would strengthen that foundation by improving supply chain efficiency and delivery dependability-allowing me to get products to buyers on time and at a lower cost.

This merger would create a more connected and resilient rail network, helping small retailers compete with larger companies that already have access to faster and cheaper distribution systems. With improved freight movement and reduced delays, I could better manage inventory, plan shipments more accurately, and ensure that customers receive their orders promptly.

Additionally, by easing congestion and creating more streamlined transportation routes, this merger would help lower overall shipping costs and improve the consistency of deliveries, giving small businesses like mine the ability to compete and grow on a level playing field.

For these reasons, I respectfully urge the Surface Transportation Board to approve the merger between Union Pacific and Norfolk Southern, helping small businesses across South Carolina access the logistics reliability and efficiency they need to succeed.

Sincerely,

Connor Wolfe

Connor Wolfe
Owner, Connor Wolfe Thrifts

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Consumer Support for Union Pacific-Norfolk Southern Merger

Dear Chairman Fuchs,

As an organization that advocates for policies that expand choice and affordability for American consumers, we at the Consumer Choice Center write this letter to express our support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS) that will be determined by your agency.

The **Consumer Choice Center** is an independent, non-partisan consumer advocacy group championing the benefits of freedom of choice, innovation, and abundance in everyday life. We champion smart policies that are fit for growth, promote lifestyle choice, and defend technological innovation.[1]

As our own research on transportation policy has demonstrated, for consumers to benefit from a competitive environment with lower prices and fewer regulatory roadblocks, the Surface Transportation Board must reimagine rail policy to also consider the end effects to consumers and the need for investment.[2]

The Board should foster a competitive environment that engenders more innovation, elicits investment, and expands choice for companies shipping products and the consumers that receive them.

The merger before your agency represents a significant opportunity for more affordable and efficient delivery of goods to benefit manufacturers and the consumers that rely on them. The ability to combine the scale of both private rail firms on opposing coasts will bring dividends that will be passed onto consumers in the form of lower prices for shippers and manufacturers.

Mergers and acquisitions are market-driven agreements that hope to reduce transaction costs and create more value for shareholders, stakeholders, and customers. In this circumstance, the proposed merger would be a net positive to consumer welfare and the broader transportation market, and we believe it passes the test the STB is to consider.

[1] Consumer Choice Center. https://consumerchoicecenter.org/.
[2] https://consumerchoicecenter.org/consumer-case-for-reimagining-and-innovating-railroad-policy/

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Rond Point Schuman 6, Box 5
Brussels, 1040, Belgium
Block D, Platinum Sentral,
Jalan Stesen Sentral 2, Level 3 – 5
Kuala Lumpur, 50470, Malaysia

In combining the country's two biggest rail networks, this unified system will streamline shipping and lower logistical costs, translating into a more affordable consumer experience all along the supply chain. This merger will bring real benefits to households and small businesses. It will improve service by linking two disparate rail systems, create more employment opportunities, help improve safety considerations, and bring untold benefits to consumers.

The unification of UP and NS will not only benefit America's consumers through lower costs and faster shipping but have a second-order effect of reducing highway congestion and infrastructure taxes, often footed or passed on to consumers. According to the Texas A&M Transportation Institute, American commuters lost an average of 63 hours in traffic in 2024, the highest level ever recorded. This loss represents a cost of $269 billion per year, underscoring the need to provide affordable alternatives for shippers and logistics companies normally reliant on heavy trucking and other last-mile options.

The unification of UP and NS presents an opportunity to allow more goods to be transported across the country by rail, increasing competition in the transportation sector that will benefit all firms seeking to get their goods to market, as well as the consumers that expect to buy those goods at better prices.

For even more competitive benefits, the STB should work with like minds in Congress to amend the common carrier obligation and restore the STB's remit as a remedial agency, focused on resolving disputes and promoting a competitive environment rather than creating its own policies.

As such, the Consumer Choice Center urges the Surface Transportation Board to approve the merger between UP and NS and help foster a more efficient and competitive freight rail sector in the United States. Doing so will promote a more innovative and cost-effective freight system that benefits all consumers for years to come.

Thank you for your attention to this matter,

Yaël Ossowski
Deputy Director
Consumer Choice Center

David Clement
North American Affairs Manager
Consumer Choice Center

council bluffs CHAMBER

149 W Broadway
PO Box 1565
Council Bluffs, Iowa 51502
712-315-1000 | 800-228-6878

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Council Bluffs Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Chris LaFerla

President & CEO

cc: Member Schultz
Member Hedlund

PROMOTING BALANCED
AND RESPONSIBLE GROWTH

PRESIDENT & CEO
Michael E. Paris

BOARD OF DIRECTORS
Clyde Higgs, Chairman
Gerald McDowell, Vice Chairman
Rob Garcia, Treasurer
Ellen W. Smith, Secretary

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Josh Belinfante
Mason Berryman
Simon H. Bloom
Riley Blount
Kali Boatright
Kelley Brown
Rick Brownlow
Chuck Button
Daniel Buyers
Carla Carraway
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Michael Leithead
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Keith Mason
Sharon Mason
Wayne H. Mason
Brian McHugh
Chuck Meadows
Kim Menefee
Pamela Monastra
Taylor Morison
Melissa Mullinax
Alvin P. Nash
Shayla Nealy
Kevin Norton
Trey Paris
Tim Perry
Fabricio Ponce
Gerald L. Pouncey, Jr.
Kristy Rachal
Sara Ray
Matt Reid
Sally Riker
Emily Ritzler
Malaika Rivers
Anna Roach
John F. Robbins
Rob Ross
Teddy Russell
Christie Sims
Chris Sizemore
Garen Smith
Pamela J. Smith
Woody Snell
Randy Strunk
Tracy R. Styf
Michael L. Sullivan
Robert J. Svedberg
Jim Teel
Kate Triplett
Alex Warner
Seth G. Weissman
David Welch
R. Kyle Williams
James Willmer
Kristin Winzeler
H. Mason Zimmerman

COUNCIL for QUALITY GROWTH

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the Council for Quality Growth and our Board of Directors, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

The Atlanta region has long been recognized as a transportation hub in the global economy. The merger between Union Pacific and Norfolk Southern aligns with the mission of the Council for Quality Growth - to promote balanced and responsible growth in metro Atlanta and Georgia. Our region houses a world-class airport, strong infrastructure within our highway and interstate systems, and direct rail lines to the Savannah and Brunswick ports, thus showcasing how the metro region is directly connected to national and international markets.

Additionally, we support the combined strengths of Union Pacific and Norfolk Southern as it will increase the dependability of service and create seamless coast-to-coast rail access. For Atlanta, a global city that already leads in logistics and supply chain innovation, this expanded network will enhance our ability to support the continued growth of commerce and trade, benefiting not only our city but also the Southeast and the nation.

Norfolk Southern is a very valuable community partner in Atlanta. NS has heavily invested in a strong and talented workforce and generously contributed to many quality-of-life initiatives, including the Council for Quality Growth. It is our hope that these types of investments will continue with the merged companies.

Lastly, this merger is a signal of continued investment in rail infrastructure that will ensure Atlanta remains not only a regional hub, but a true global gateway, connected by rail, road, and air to every corner of the country and the world.

For these reasons, we urge the Surface Transportation Board to approve this merger.

Sincerely,

Michael E. Paris
President & CEO
Council for Quality Growth

County of Northumberland

COMMISSIONERS

Samuel J. Schiccatano, Chairman

Joseph M. Klebon, Vice Chairman

Meghan K. Beck

Frank W. Garrigan, Solicitor

Nathan R. Savidge, Chief Clerk

Office of the Commissioners

Administration Center
399 Stadium Drive
Sunbury, PA 17801

PHONE: (570) 988-4564
FAX: (570) 988-4445

November 10. 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a Northumberland County Commissioner from Pennsylvania, I am writing to express my support for the proposed merger between Norfolk Southern (NS) and Union Pacific (UP). Norfolk Southern operates several of our short rail railroads and has had a partnership with SEDA-COG, an 11-county community and economic development agency in our region.

Northumberland County is home to manufacturers, farmers, and consumers who depend on safe and reliable rail. By establishing the nation's first seamless coast-to-coast rail network, this merger will enhance the efficiency and affordability of freight rail, encouraging more businesses to choose this safer and more sustainable mode of transportation. The resulting increase in freight traffic through our intermodal facilities will stimulate job growth in the rail sector and strengthen our region.

Beyond economic opportunities, the merger promises meaningful daily benefits for our residents. Increased rail efficiency will reduce the number of long-haul trucks on our highways and bridges — vehicles that place significant strain on shared infrastructure and pose safety risks to our communities.

I strongly support this merger and the economic opportunities it represents for our community. I respectfully urge the Surface Transportation Board will approve it without delay.

Thank you for your consideration.

Sincerely,



Commissioner Joe Klebon

cc:Member Schultz
Member Hedlund

Covenant House Michigan

Detroit
2959 Martin Luther King Jr Blvd
Detroit, MI 48208

Grand Rapids
26 Antoine St SW
Grand Rapids, MI 49507

www.covenanthousemi.org

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Norfolk Southern

Dear Chairman Fuchs:

As a community leader in the State of Michigan, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity deliver long-term benefits such as effective rail transportation, job creation and Michigan remains competitive in our global economy.

Covenant House Michigan is a nonprofit organization that operates regional shelters in Detroit and Grand Rapids and provides comprehensive social services to homeless youth ages 18-24. We began our operations in 1997 and have cared for and support more than 86,000 unhoused youth to achieve personal stability, education, career development and job placement, independent housing, and self-sufficiency- ending their homelessness and help them pursue a fulfilling and prosperous future.

Norfolk Southern has been a vital community partner for our organization and their "Thriving Communities" philanthropic support over the past several years has been essential to developing and sustaining our services and operations. Most recently, their funding supported our core emergency shelter and case planning services. This includes mission-critical components of residential programs and their associated individualized case management, including costs for individualized support from our team of experienced counselors, and social workers. We are profoundly grateful to Norfolk Southern for its history of support and hopeful for future assistance that will further our transformative work to end youth homelessness and the conditions that allow it to persist in Detroit and Grand Rapids for good.

Upon learning more about the Union Pacific–Norfolk Southern merger, it will benefit our society in meaningful ways with better service, logistics, and growing regional and national business capacity.

On behalf of Covenant House Michigan, I support the Surface Transportation Board's approval of this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Meagan Dunn
Chief Executive Officer

cc: Member Schultz
Member Hedlund

Office of the President

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support of the Union Pacific and Norfolk Southern merger

Dear Chairman Fuchs,

I am president of Creighton University, a nationally recognized institution in Omaha, Nebraska. It is in this capacity that I write you in support of the proposed Union Pacific–Norfolk Southern railroad merger.

Creighton University has a long and strong partnership with Union Pacific, which is committed to safety, workforce development, community engagement, and education. U.P. is a robust corporate citizen of the City of Omaha. The strengthening of the railroad by merging with Norfolk Southern will ensure long-term benefits for the Omaha metro area, and beyond.

Reliable rail service is essential for our local economy, businesses, and residents, and indeed, a stronger U.P.-Norfolk Southern railroad will increase efficiencies, investments, and opportunities as it connects our community regionally, nationally, and globally.

I respectfully urge the Surface Transportation Board to approve this merger for a stronger Omaha and nation.

Sincerely,

Rev. Daniel S. Hendrickson, SJ, PhD
President, Creighton University

Copy: Ms. Michelle Schultz
Ms. Karen Hedlund

De Soto Chamber of Commerce

Maintaining and Strengthening a Sound and Healthy
Business Climate in the De Soto Area for Over 90 Years

PO Box 23, De Soto, MO 63020 Phone: 636-586-5591 Email: Desotomo_chamber@yahoo.com

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the De Soto Missouri Chamber of Commerce, I am writing to express our organizations steadfast support for the proposed merger between Union Pacific and Norfolk Southern.

Our small town of De Soto, Missouri relies on freight rail as the cornerstone of our city and state's economy, safely moving the goods that power our industries, support our farmers and connect our community to markets across the nation and the world. Union Pacific has long been an essential base of our community as one of the largest employers and as a crucial transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth providing many opportunities to our area- it is also one of the most sustainable modes of transportation available, helping reduce highway congestions and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities like ours, including:

- **Strengthened Performance Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Accelerated Transit Schedules**: The movement of goods will speed up due to eliminating certain interchanges which will help our businesses reach customers faster and more competitively.
- **Heightened Infrastructure Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and upgraded safety systems.
- **Broadened Network**: With a wider geographic reach, our state's products can enter new markets, boosting growth and building a stronger, more reliable supply chain.

This merger goes beyond railroads; it aims to secure the future of our transportation network, foster economic development, maintain the global competitiveness of American freight rail, and benefit communities like De Soto.

The De Soto Chamber of Commerce respectfully requests that the Surface Transportation Board give full and favorable consideration to this proposal, in recognition of the positive impact it will have on our city, our state, and the national economy.

Sincerely,

Sarah Greenlee

Sarah Greenlee
Executive Director
De Soto Missouri Chamber of Commerce

Mission Statement

"Our mission is to lead and serve our members as well as the entire business community. We will progress our reputation as a credible, highly regarded and effective business advocate, which will enable our Chamber to serve as the unifying voice of our business community. Our ability to provide innovative support and services to businesses will strengthen their success and profitability thus promoting prosperity and opportunity for the citizens of De Soto, MO"

FRANKLIN D. COOKE, JR.
STATE REPRESENTATIVE
16th District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Public Safety & Homeland Security, Chair
Corrections, Vice-Chair
Gaming & Parimutuels, Vice-Chair
Capital Infrastructure
Capital Improvement
Judiciary
Labor
Veterans Affairs

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for Delaware's 16th House District, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Franklin D. Cooke, Jr.
State Representative, 16th District
Delaware House of Representatives

cc: Member Schultz
Member Hedlund

411 Legislative Avenue, Dover, Delaware 19901
House Offices: Wilmington: (302) 577-8476 Dover: (302) 744-4351 Fax: (302) 739-2313
Email:FranklinD.Cooke@delaware.gov

MICHAEL F. SMITH
STATE REPRESENTATIVE
22nd District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Capital Infrastructure
Economic Development, Banking, Insurance & Commerce
Education
Health & Human Development
Revenue & Finance

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Delaware State Representative in the 22nd district, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Michael F. Smith
State Representative
22nd District

cc: Member Schultz
Member Hedlund

411 Legislative Avenue, Legislative Hall, House of Representatives, Dover, Delaware 19901
House Office: (302) 744-4171 Fax: (302) 739-2773
Email: Michael.F.Smith@delaware.gov

SEAN M. LYNN
STATE REPRESENTATIVE
31st District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Education, Gaming & Parimutuels, Judiciary

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative of Delaware's 31st District, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit from strengthened service reliability, enhanced supply chain efficiency, and access to new markets. Our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. Reducing highway congestion decreases the need for highway maintenance spending and improves the quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,



Sean Lynn
State Representative, 31st District

cc: Member Schultz
Member Hedlund

KENDRA L. JOHNSON
STATE REPRESENTATIVE
5th District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Housing, Chair
Agriculture, Capital Infrastructure, Health & Human Development, Revenue & Finance, Technology & Telecommunications

September 30th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in New Castle County, Delaware, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets, providing an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to significantly shape this network by offering more direct routes, expanding its geographic reach, and encouraging investment in infrastructure and technology. Our business community, which relies on freight shipments, would benefit from strengthened service reliability, enhanced supply chain efficiency, and access to new markets. Our entire community would benefit from a more efficient rail network that could reduce the number of long-haul trucks on our publicly funded highways. At the same time, it is essential that these changes continue to strike a balance between efficiency and safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves the quality of life for our residents. With thoughtful planning, the merger could enhance service dependability, support local businesses, and foster opportunities for infrastructure investment and job creation.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,



Kendra L. Johnson
State Representative, District 5
cc: Member Schultz
Member Hedlund

KEVIN S. HENSLEY
STATE REPRESENTATIVE
9th District

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Appropriations
Economic Development, Banking, Insurance & Commerce
Education
Health & Human Development
Housing
Veterans Affairs

October 8, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Delaware State Representative in the 9th District (Middletown, Odessa, Townsend), I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Kevin S. Hensley
State Representative
9th District

MELISSA MINOR-BROWN
Speaker of the House
STATE REPRESENTATIVE
17th District

COMMITTEES
Administration, Ethics, Rules

HOUSE OF REPRESENTATIVES
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

November 10, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Speaker of the Delaware House of Representatives, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Melissa M. Brown

State Representative Melissa Minor Brown

cc: Member Schultz
Member Hedlund

NICOLE POORE
STATE SENATOR
12th District

SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Delaware State Senator in District 12, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

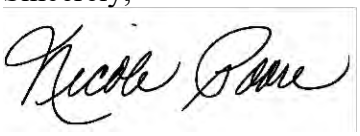
The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

Senate, Legislative Hall, 411 Legislative Avenue, Dover, DE 19901
Dover: (302) 744-4164 Wilmington: (302) 577-8744
Email: Nicole.Poore@delaware.gov

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,



Senator Nicole Poore, 12th District

cc: Member Schultz
Member Hedlund

Senate, Legislative Hall, 411 Legislative Avenue, Dover, DE 19901
Dover: (302) 744-4164 Wilmington: (302) 577-8744
Email: Nicole.Poore@delaware.gov

MARIE PINKNEY
STATE SENATOR
13th District

SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Health & Social Services, Chair
Corrections & Public Safety
Capital Improvement
Judiciary
Executive

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator to Delaware's 13th District, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Senator Marie Pinkney
State Senator, District 13

cc: Member Schultz
Member Hedlund

Senate, Legislative Hall, 411 Legislative Avenue, Dover, DE 19901
Senate Offices: Wilmington: (302) 577-5305 Dover: (302) 744-4163
Email: marie.pinkney@delaware.gov

ERIC BUCKSON
STATE SENATOR
16th District

SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Education
Elections & Government Affairs
Environmental, Energy & Transportation
Finance (JFC)
Health & Social Services
Housing & Land Use
Veterans Affairs

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As a Senator in Delaware, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Eric Buckson
Delaware State Senate, 16th District

cc: Member Schultz
Member Hedlund

State Senate, Legislative Hall, 411 Legislative Avenue, Dover, Delaware 19901
Office: (302) 744-4169 Cell: (302) 943-2832
Email: Eric.Buckson@delaware.gov

BRIAN G. PETTYJOHN
Minority Whip
STATE SENATOR
19th District

SENATE
STATE OF DELAWARE
411 LEGISLATIVE AVENUE
DOVER, DELAWARE 19901

COMMITTEES
Banking, Business, Insurance & Technology
Corrections & Public Safety
Environment, Energy & Transportation
Executive
Judiciary
Legislative Council
Legislative Oversight & Sunset
Rules & Ethics
Veterans Affairs

October 2, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the 19th District, I recognize the vital role freight rail plays in supporting our economy, businesses, and residents. Reliable rail service connects our region to broader markets, reduces highway congestion, and provides an efficient, sustainable transportation option.

The proposed Union Pacific–Norfolk Southern merger has the potential to strengthen this network by offering more direct routes, expanding market access, and encouraging investment in infrastructure and technology. These improvements would benefit our business community through greater service reliability, supply chain efficiency, and access to new markets, while also reducing truck traffic on our highways.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, ensuring it balances efficiency with safety, sustainability, and long-term community benefits.

Sincerely,

Brian Pettyjohn
Minority Whip
Delaware State Senate
19th District

cc: Member Schultz
Member Hedlund

P.O. Box 616, Georgetown, Delaware 19947
Office: (302) 744-4117 Fax: (302) 739-5049 Home: (302) 858-0694 Email: Brian.Pettyjohn@delaware.gov

Andy Eads
Denton County Judge

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Denton County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Andy Eads
Denton County Judge

cc: Member Schultz
Member Hedlund

Denver Metro Chamber of Commerce

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of the Denver Metro Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:
• Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
• Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
• Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
• Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

J. J. Ament
President & CEO

cc: Member Schultz
Member Hedlund

We make lives better
through connections.

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As General Manager and CEO of Denver's Regional Transportation District, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Colorado's economy, safely moving the goods that power industries, support farmers and connect communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for the state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it is about securing the future of the transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring both to the state of Colorado and to the national economy.

Sincerely,

Debra A. Johnson

cc: Member Michelle A. Schultz
Member Karen J. Hedlund

Denver Scholarship FOUNDATION

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization located in Denver, Colorado, Denver Scholarship Foundation (DSF) cannot speak to the proposed merger but does want to share firsthand experience with Union Pacific Railroad's commitment to our mission of helping to make college possible and building the educational and economic future of Denver. Since 2018, Union Pacific and the Union Pacific Foundation have partnered with DSF in support of both our Career and Technical Education and our College Access programming to help open doors for students in grades 9-12 as they plan for their futures and unlock their limitless potential.

A vibrant, thriving, and growing Union Pacific Railroad will benefit the non-profit and philanthropic landscape and continue to help build infrastructure and capacity where it is critically needed. On behalf of Denver Scholarship Foundation, I respectfully request the Surface Transportation Board consider the significant positive impact of Union Pacific on our community.

Sincerely,

Lorii Rabinowitz
Chief Executive Officer

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization in Denver, Colorado, the Denver Zoo Conservation Alliance cannot speak to the proposed merger, but we do wish to share our firsthand experience with Union Pacific Railroad's longstanding commitment to our mission of inspiring communities to save wildlife for future generations.

Union Pacific has been a valued partner in supporting a variety of Denver Zoo programs that advance wildlife conservation, community engagement, and environmental stewardship. Most recently, Union Pacific provided funding for our grasslands conservation program at Daniels Park in Colorado, which focuses on restoring native habitats, supporting pollinators and prairie species, and connecting local communities to the importance of healthy ecosystems.

Beyond field conservation, Union Pacific's support has also made the Zoo more accessible to families across our community through initiatives such as complimentary memberships and admission opportunities. These connections to nature can have a profound and lasting impact. One guest recently shared that receiving a free Zoo membership on one of the most difficult days of her life—while struggling with postpartum depression—brought her renewed hope and healing. Over the following year, she and her two daughters visited often, finding joy, comfort, and connection through their experiences at the Zoo.

We are grateful for Union Pacific's collaboration and for the chance to highlight the constructive role such partnerships play in promoting education, access, and environmental stewardship.

Sincerely,

Noelle DeLage
Chief Communications and Philanthropy Officer
Denver Zoo Conservation Alliance

THE DONBOSCO CENTERS

580 Campbell Street
Kansas City, MO 64106
Phone: (816)691-2912

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As a longstanding nonprofit organization in Kansas City, Missouri, I have witnessed the firsthand the positive impact Union Pacific has had on our community – both through its business operations and deep commitment to community engagement. The Don Bosco Centers have been fortunate enough to receive support and funding from Union Pacific's generous philanthropic arm.

Union Pacific's philanthropic support has been vital to our mission. Their efforts help sustain our work, amplify our reach, and strengthen our communities Union Pacific serves.

The proposed merger between Union Pacific and Norfolk Southern presents an exciting opportunity to expand these benefits. In addition to enhancing rail service and infrastructure, the merger would broaden the reach and resources of a company already playing a vital role in improving local organizations and quality of life across the country.

I respectfully urge the Surface Transportation Board to approve this merger so Union Pacific can continue – and expand – its meaningful contributions to both transportation and community development nationwide.

Respectfully,

Mo Orpin

Mo Orpin
Executive Director

NMSU Doña Ana Community College

East Mesa Campus
Chaparral Center
Sunland Park Center

Espina Campus
Gadsen Center
Workforce Center

3400 South Espina Street, Las Cruces, NM 88003, (575) 528 - 7000
Toll Free 1 (800) 903 - 7503, Fax (575) 527 - 7515, dacc.nmsu.edu

DACC UNION PACIFIC INDUSTRIAL CAREERS ACADEMY

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the NMSU Doña Ana Community College (DACC) Workforce & Community Engagement Division, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. In partnership with the Union Pacific Foundation, we established the DACC Union Pacific Industrial Careers Academy in southern New Mexico and work closely with Union Pacific to bring opportunities for economic mobility for community members in the region.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner in New Mexico, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Mary Ulrich, Ph.D.

cc: Member Schultz
Member Hedlund

Doña Ana County

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Manager of Doña Ana County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

C. Scott A.

Scott Andrews

cc: Member Schultz
Member Hedlund

FROM THE OFFICE'S OF DOUGLAS COUNTY VICE-CHAIR MIKE FRIEND
AND COMMISSIONER BRIAN FAHEY

November 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As community leaders in northern and central Douglas County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. We are also quite interested in Union Pacific's long-term commitment to Omaha and Douglas County in general. We believe that this potential merger strengthens that commitment.

The merger also promises better service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

We respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the benefits it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Michael Friend
Douglas County Board-District 7

Brian Fahey
Douglas County Board-District 5

cc: Member Schultz

Member Hedlund

DOUGLAS COUNTY CHAMBER

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Board,

As President & CEO of the Douglas County Chamber of Commerce, I represent a thriving business community that depends on reliable, efficient, and forward-looking transportation infrastructure. Rail service has always been a cornerstone of Douglas County's growth, connecting our manufacturers, logistics providers, and small businesses to regional and national markets.

The proposed Union Pacific–Norfolk Southern merger represents a significant opportunity for Douglas County and the greater metro Atlanta area. By combining the strengths of these two rail leaders, this merger promises faster and more dependable service, reduced congestion, and expanded market reach for our businesses. Just as important, it signals continued investment in rail infrastructure that will improve safety, support workforce development, and sustain job creation in our county.

For a community like Douglas County, strategically positioned along the I-20 corridor and committed to economic growth, the efficiencies, investments, and opportunities created by this merger will help ensure our competitiveness in the global economy.

Ultimately, the Douglas County Chamber supports the proposed merger because it aligns with our legislative priorities to attract diverse businesses and create wage-sustaining jobs, while advancing technology and infrastructure investments that incorporate local input.

On behalf of the Douglas County Chamber of Commerce, our Board of Directors, and the business community we serve, I strongly encourage the Surface Transportation Board to approve this merger. Doing so will allow our community, our region, and our nation to fully benefit from enhanced rail service, stronger supply chains, and expanded economic opportunity.

Sincerely,

Sara Ray

Sara Ray
President & CEO
Douglas County Chamber
ray@douglascountygeorgia.com

BOARD OF COMMISSIONERS
ROGER GARCIA, CHAIR
MARY ANN BORGESON JAMES CAVANAUGH BRIAN FAHEY MIKE FRIEND P.J. MORGAN CHRISTOPHER RODGERS
Patrick T. Bloomingdale, Chief Administrative Officer

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Douglas County, Nebraska, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mary Ann Borgeson

Commissioner Mary Ann Borgeson
Douglas County, Nebraska

cc: Member Schultz
Member Hedlund

(402) 444-7025 Suite LC 2 Civic Center 1819 Farnam Street Omaha, Nebraska 68183-0100 (402) 444-6559 (FAX)
www.douglascounty-ne.gov

Christopher T. Rodgers
Douglas County Board of Commissioners

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Douglas County Commissioner, I write to express my strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. This merger represents a significant step forward in strengthening our national rail network, with direct benefits for communities like Omaha and throughout Nebraska.

Union Pacific has long been a cornerstone of our local economy. The company's presence provides thousands of quality jobs, drives commerce through efficient freight movement, and contributes to the overall vitality of Douglas County. By combining the resources, expertise, and infrastructure of Union Pacific and Norfolk Southern, the merged railroad will be better positioned to deliver safe, reliable, and cost-effective transportation for industries that power our state and nation.

From an economic development standpoint, this merger promises to enhance efficiency, reduce congestion, and create a more resilient supply chain. Local businesses stand to benefit from expanded service options and improved rail connectivity. This is especially important as our region continues to grow and as demand for dependable freight transportation increases.

Notably, both Union Pacific and Norfolk Southern have demonstrated a commitment to safety, sustainability, and community engagement. A unified system will provide new opportunities to advance cleaner technologies, invest in modern infrastructure, and maintain strong partnerships with local governments and neighborhoods.

For these reasons, I respectfully urge approval of the Union Pacific–Norfolk Southern merger. This is not only an investment in the future of American railroads but also in the communities and economies they support.

Sincerely,



Chris Rodgers
District 3

cc: Member Schultz
Member Hedlund

FROM THE OFFICE OF ROGER GARCIA
CHAIR, DOUGLAS COUNTY BOARD OF COMMISSIONERS

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chairman of the Douglas County, Nebraska Board of Commissioners, I understand that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Roger Garcia
Chair, Douglas County Board of Commissioners
roger.garcia@douglascounty-ne.gov

cc: Member Schultz
Member Hedlund

(402) 444-7025 Suite LC 2 Civic Center 1819 Farnam Street Omaha, Nebraska 68183-0100 (402) 444-6559 (FAX) www.douglascounty-ne.gov

easterseals
Greater Houston
help. hope. answers.

27 September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs,

As a community stakeholder in the Greater Houston area, I can not speak to the merger, but want to let you know that Union Pacific has been a generous and consistent supporter of our services for military families and people with disabilities. Their support of Easter Seals and many other non-profits allows us to serve families who would otherwise go without the support they need.

On behalf of Easter Seals of Greater Houston, Inc. I respectfully ask the Surface Transportation Board consider the significant positive impact of Union Pacific on our community.

Sincerely,

Elise Hough, CEO

cc: Member Schultz
Member Hedlund

EDCUtah
ECONOMIC DEVELOPMENT CORPORATION OF UTAH

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs:

As executive director of the Economic Development Corporation of Utah, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ryan Starks



cc: Member Schultz
Member Hedlund

EISENHOWER FOUNDATION 1945-2025

PO Box 295 • 200 SE 4th Street • Abilene, Kansas 67410
info@eisenhowerfoundation.net • www.eisenhowerfoundation.net

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community nonprofit organization in Abilene, Kansas, I have seen firsthand the value Union Pacific provides through both its business operations and its strong commitment to community engagement. The Eisenhower Foundation has benefitted not only from Union Pacific's generous philanthropic gifts to our organization, but also from the dedicated time and talents of its employees who volunteer in support of our programs.

Union Pacific's investment in our community represents the best of "time, talent, and treasure." Their philanthropic giving helps sustain our mission, while their employees' volunteer service amplifies our impact. This level of involvement demonstrates a genuine commitment to strengthening the communities where Union Pacific operates.

The proposed Union Pacific–Norfolk Southern merger offers an opportunity to extend these benefits further. In addition to improving rail service and infrastructure, the merger promises to enhance the reach and resources of a company that already plays a vital role in supporting local organizations and improving quality of life.

I respectfully ask the Surface Transportation Board to approve this merger so Union Pacific can continue and expand its important contributions – not only in transportation, but in strengthening communities nationwide.

Sincerely,

Meredith Sleichter

Meredith Sleichter
Executive Director

BOARD OF DIRECTORS
THE GOVERNOR OF KANSAS, Laura Kelly, *Honorary Chair* • David Eisenhower, *Chair Emeritus*
Kyle A. Campbell, *Chair* • John R. Elmore, *Vice-Chair* • Kevin J. Rooney, *Treasurer* • Tim Holm, *Secretary*
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Thomas Sanchez • Col. Jock Scharfen, USMC, Ret. • Darcy Frick Stewart • Jason Thomas

El Monte
South El Monte
Chamber of Commerce
Your Independent Advocate for Business

100 YEARS
1922-2022

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chief Executive Officer of the El Monte and South El Monte Chambers of Commerce, a nonprofit organization in Los Angeles County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from Southern California and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Chris Knight

cc: Member Schultz
Member Hedlund

1903 N. Durfee Avenue, Suite 4 • South El Monte, CA 91733
P.O. Box 5866 • El Monte, CA 91734

EL PASO CHAMBER
303 N Oregon Street | Suite 610 | El Paso, TX 79901

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the El Paso Chamber, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been a vital transportation partner for our state, offering efficient, reliable, and cost-effective services to businesses of all sizes. The American freight rail network is not only critical to our economic growth, but it is also one of the most sustainable modes of transportation available, helping to reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Ricardo Mora
Presidnet & CEO

cc: Member Schultz
Member Hedlund

RICARDO SAMANIEGO
El Paso County Judge

November 12, 2025

The Honorable Patrick J. Fuchs,
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of the El Paso County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

500 East San Antonio Street | Suite 301 | El Paso, Texas 79901
CountyJudge@EPCounty.com

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Ricardo A. Samaniego
El Paso County Judge

cc: Member Schultz
Member Hedlund

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Mary L Peyton Foundation, Vice President of the Friends of Sunset Heights Neighborhood Association, and acting board member of El Paso's Downtown Deck Plaza foundation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Through my leadership roles and community involvement, I fully support any and every opportunity to increase our city's productivity and connectivity.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Matthew Guzman

cc: Member Schultz
Member Hedlund

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Co-Chair of the El Paso Regional Mobility Coalition, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. As a transportation advocate who works towards greater mobility in our region, this proposed merger will lead to greater transportation reliability within our region.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



STEVE ORTEGA

cc: Member Schultz
Member Hedlund

Roger Well
Co-Founder, Chief Commercial Officer
ENFOS, Inc.
28367 Davis Parkway, Suite 301
Warrenville, IL 60555

November 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ENFOS, Inc. strongly supports the proposed merger with Norfolk Southern.

Our products are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's and Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Both railroads foster an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost—effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Roger Well
(630) 544-9111

cc: Member Schultz
Member Hedlund

EUGENE PARKS FOUNDATION

Monday, October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

The Eugene Parks Foundation is proud to support the proposed merger between Union Pacific and Norfolk Southern. Our organization has worked closely with Union Pacific for many years and witnessed firsthand their dedication to building meaningful partnerships in the communities they serve.

Union Pacific's local engagement model—listening, investing, and collaborating with organizations like ours—has brought tangible benefits to Eugene. From community development initiatives to infrastructure support, their efforts have strengthened both our local economy and our shared sense of place.

We are confident that this merger will build on those values, enhancing rail reliability, creating economic opportunities, and deepening community partnerships across the country. We respectfully urge the Surface Transportation Board to approve the merger so Union Pacific can continue its vital work of connecting and supporting communities.

Sincerely,

Ariel Lissman

Ariel Lissman
Executive Director
Eugene Parks Foundation

PO Box 11618, Eugene, OR 97440-3818 • 541-513-0771
parks@eugeneparksfoundation.org • eugeneparksfoundation.org

Jenn Mau, 402-729-3351
Jefferson Community Health & Life
President

Jill Davis, 402-729-6104
Fairbury Public Schools
Vice President

Blake Sadd, 402-729-3200, Ext 235
Livingston Enterprises
Treasurer

Eric Prellwitz, 402-300-3117
Prellwitz Exterior
Board Member

Michael Williams, 402-697-4038
Loveland Products
Board Member

Jaime McDaniels, 402-613-7541
Notions: A Good Life Boutiques
Board Member

Lee Horky, 402-729-587-1259
MH Paint Body
Board Member

Brian Aden, 402-617-0515
Bonham Theatre
Board Member

Sharon Priefert, 402-729-3000
Executive Director

Kellie Chambers, 402-729-3000
Office Assistant

Mission Statement

The Fairbury Chamber of Commerce helps business and community members work together to advocate and promote free enterprise, commerce, and trade to achieve economic prosperity, growth and enhance the quality of life in Fairbury and the surrounding area.

11-19-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the community of Fairbury, Nebraska, I write in support of the proposed merger between Union Pacific and Norfolk Southern. Fairbury's identity has been deeply shaped by the history of American railroads, and our heritage gives us a unique appreciation for the evolution of the national rail network and the importance of forward-looking rail policy.

Fairbury emerged in the late 19th century as a significant regional rail center. First as a hub for the Chicago, Rock Island & Pacific Railroad and later as part of a broader competitive corridor that helped define rail freight patterns throughout the Great Plains. Our downtown historic district, brick streets, and century-old depots stand as visible reminders of how profoundly rail transportation influenced our community's economic and cultural footprint. Fairbury's industries, agriculture, and commercial identity all developed around the rhythm and reliability of freight movement.

While Fairbury was never a Union Pacific headquarters town, our community has long understood how major carriers shape the economic landscape of Nebraska. The evolution of neighboring rail lines, the shifts in freight traffic after the Rock Island closure, and the continued vitality of grain, manufacturing, and distribution in our region all underscore a simple truth: the strength of the national rail network strengthens communities like ours.

Because of this, we view the Union Pacific–Norfolk Southern merger as another step in the long arc of railroad evolution, which communities such as Fairbury have witnessed for more than a century. As national markets become increasingly interconnected, rail efficiency, interoperability, and long-range network resilience matter more than ever. A unified system with shared resources and complementary geographic coverage positions Union Pacific to meet modern demands with historic reliability.

Fairbury knows what it means to adapt and grow with the railroads. We have seen firsthand how rail innovation fuels economic possibility, from the early days of westward expansion to today's intermodal and high-efficiency freight networks. For that reason, we are proud to support a merger that aligns with the long-standing national interest in safe, reliable, and integrated freight transportation.

We believe this merger will encourage stronger coast-to-coast service, improved supply chain stability, and a rail system fit for the next century. These are values that resonate deeply with communities rooted in railroad heritage.

Thank you for your leadership and thoughtful review of this matter. Fairbury stands ready to support the continued evolution of American railroading and looks forward to the opportunities this merger may bring.

Respectfully submitted,

Sharon Priefert, Executive Director
Fairbury Chamber of Commerce
Fairbury, Nebraska

518 E St., Fairbury, NE 68352
Phone (402) 729-3000 ~ Fax (402) 729-3076
Sharon@FairburyChamber.org ~ www.FairburyChamber.org

FAIRFAX
EST. 1951
INDUSTRIAL ASSOCIATION

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Fairfax Industrial Association, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Melissa Clark

cc: Member Schultz
Member Hedlund

PO Box 171074 Kansas City, KS 66117 ExecDir@fiakck.org 913-915-2327

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and Executive Director of the Forest Preserve Foundation, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. We are proud to partner with Union Pacific through their community impact grant program. We believe this merger could be beneficial for our state.

Union Pacific has long been an essential transportation partner for our city, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems. It will also help the company to broaden and deepen its investment in programs and services that help build strong, safe and sustainable communities across its network.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

We recognize the crucial role that improved infrastructure plays in our region's economic success and we are supportive of efforts that drive growth and development across Illinois.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the tremendous benefits it will bring to our state and the national economy.

Sincerely,

Debra Walker Johnson

Debra Walker Johnson
President & Executive Director

cc: Member Schultz
Member Hedlund

COMMISSIONER PRECINCT 3
Fort Bend County, Texas

W.A. "Andy" Meyers
Commissioner

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As Fort Bend County's Precinct 3 County Commissioner, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is vital to the economy of Texas and Fort Bend County, safely and efficiently moving goods that power our businesses and link our communities to U.S. and global markets. Union Pacific has long been a key transportation partner, delivering reliable, cost-effective service across our State. As one of the most sustainable freight options, rail also helps ease highway congestion and lower emissions, supporting both economic and environmental priorities.

Union Pacific plays a vital role in Fort Bend County's economic development by strengthening its position in logistics, agriculture, and other critical sectors, while attracting freight-dependent businesses and supporting manufacturing. The company is a valuable partner whose operations drive job creation and regional connectivity as it serves our region's ports and major intermodal hubs.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Service Reliability:** More direct routes and operational flexibility to improve schedule dependability;
- **Transit Times:** Reducing interchanges to speed up the movement of goods;
- **Increased Investment:** Better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems; and,
- **Expanded Reach:** Opening new markets for regional products and greater supply chain resilience.

Approving this merger will strengthen our transportation network, boost economic development, and keep U.S. freight rail and the communities they support be more globally competitive. I respectfully urge the Surface Transportation Board to fully and favorably consider this proposal for the benefit of our County, State and the American economy.

Sincerely,

Andy Meyers
Fort Bend County Precinct 3 Commissioner

cc: Member Schultz
Member Hedlund

COMMISSIONER PRECINCT 1

Fort Bend County, Texas

Vincent M. Morales, Jr.
Commissioner

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Fort Bend County Precinct 1 Commissioner, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Vincent Morales, Jr.
Commissioner, Precinct 1
Fort Bend County

cc: Member Schultz
Member Hedlund

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO and Founder of the Fourscore Ventures INC (aka Fourscore Coffee), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a vital cornerstone of our state's economy, safely moving the goods that power our industries, support our agricultural families and connects our regional communities to markets across the nation, and the World.

Union Pacific has long been an essential transportation partner for our state of California, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
J. Luke Noland
Fourscore Coffee
327 Lincoln St
Roseville, CA 95678

cc: Member Schultz
Member Hedlund

FCADC
FRANKLIN COUNTY AREA DEVELOPMENT CORPORATION

1900 Wayne Road
Chambersburg, PA 17202
(717) 263-8282
FAX (717) 263-0662
www.fcadc.com

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Franklin County Area Development Corporation (FCADC), I am keenly aware of the vital role that reliable rail service plays in supporting our local economy, businesses, and residents. Headquartered in Chambersburg, Pennsylvania, the FCADC has a 39-year track record of successfully facilitating community and economic development projects across our region. Many of these "success stories" were made possible through partnerships with Norfolk Southern.

The proposed Union Pacific–Norfolk Southern merger represents a significant opportunity to build upon these partnerships and deliver long-term benefits for our community. This merger promises faster, more dependable service, reduced congestion, and expanded market access for our businesses. Just as importantly, it signals continued investment in rail infrastructure—enhancing safety, creating jobs, and ensuring our region remains competitive in a rapidly evolving economy.

On behalf of the FCADC, I respectfully urge the Surface Transportation Board to approve this merger. Doing so will allow our businesses, workforce, and community to take full advantage of the efficiencies, investments, and opportunities that will flow from a stronger, more resilient rail network.

Sincerely,

L. Michael Ross
President

cc: Member Schultz
Member Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Commissioner in Franklin County, Pennsylvania, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

John T. Flannery
Franklin County Commissioner

cc: Member Schultz
Member Hedlund

Franklin County MPO
272 N 2nd Street
Chambersburg, PA 17201

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chairman of the Franklin County Metropolitan Planning Agency, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods. Half of all our exits in Franklin County are basically warehouse terminals because of our proximity to Richmond, Baltimore, Washington, Philadelphia, Pittsburgh and New York City. Norfolk Southern has looked to the future, invested and built an intermodal facility to partner with our warehouse development here.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. I feel the entire surface transportation network from coast to coast would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Although highway congestion and emissions would remain the same or tick higher in our county, we must consider the Rail yard to warehouse and warehouse to customer portion of the intermodal chain. Although we applaud the efforts of UP and NS in their attempt to give customers the best service, our corridor has been absent of any real capacity building to grow with our development of warehouses and other commerce over the last 30 years. That bottleneck is multi-state, from the Potomac River Bridge on I-81 between West

Virginia and Maryland continuing north 72 miles through Franklin County to the Harrisburg Region. Including Railyard to Customer planning for the final link of the intermodal chain, the merger's intent would improve service dependability, support local businesses and create increased urgency for infrastructure investment and job growth here in Franklin County, PA.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, a comprehensive review of the entire intermodal path from manufacturer to customer makes sense to ensure fair, safe and sustainable rail service nationally and globally. Having multiple cross country Freight rail corridors is also an important asset for national defense and when regional disaster strikes.

Sincerely,



Samuel Cressler

cc: Member Schultz
Member Hedlund

David S. Keller, Esq.

950 Leidig Drive
Chambersburg, Pennsylvania 17201
717.816.6027
dskeller@comcast.net

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former county commissioner in Franklin County, Pennsylvania, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



David S. Keller

cc:Member Schultz
Member Hedlund

FREMONT
AREA CHAMBER
OF COMMERCE

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Fremont Area Chamber of Commerce, I understand how critical dependable rail service is to the success of Fremont's economy, our businesses, and the people who live and work here. The proposed merger between Union Pacific and Norfolk Southern presents an important opportunity to strengthen transportation networks and deliver lasting advantages to our region.

This partnership has the potential to provide more efficient and consistent service, ease rail congestion, and open new markets for local businesses. Additionally, it would bring continued investment in rail infrastructure—boosting safety, creating quality jobs, and helping ensure Fremont remains competitive in a rapidly changing economy.

On behalf of the Fremont Area Chamber of Commerce, I encourage the Surface Transportation Board to approve this merger. Doing so will allow our community to benefit from the enhanced reliability, innovation, and economic growth this collaboration will make possible—connecting Fremont not just locally, but across the nation and the world.

Sincerely,

Brenda Wilberding

Brenda Wilberding
President / CEO
Fremont Area Chamber of Commerce

FREMONT
CHAMBER OF COMMERCE

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the President/Chief Executive Officer of the Fremont Chamber of Commerce, a business organization in the Bay Area, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets around the state and country. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses across California. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from the Bay Area and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Cindy Bonior

cc: Member Schultz
Member Hedlund

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As President of Frontiers of Freedom, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern and to share my recent op-ed published in Human Events, "An America First Rail Network: Why the Union Pacific–Norfolk Southern Merger Matters." I believe the analysis and perspective presented in my piece may be of value to the Board as it evaluates this important decision.

America's freight rail system has long been a cornerstone of our economic strength. Built by innovators and sustained by hard work, railroads were essential to the growth of American industrial power. Today, our country faces another pivotal economic moment. The question now is whether we will allow our rail network to fall further behind, or whether we will rebuild and reinvest to keep America strong and self-reliant.

The proposed merger of Union Pacific and Norfolk Southern represents a bold step toward revitalizing American rail and restoring our nation's industrial competitiveness. By creating the first unified, coast-to-coast rail network, this merger will enhance efficiency, strengthen supply chains, and reduce costs for American manufacturers, workers, and families. It is the kind of forward-looking infrastructure investment that aligns with an America First vision – rebuilding at home, creating jobs, and ensuring our economy remains globally competitive.

A unified network will deliver immediate and widespread benefits. It will lower shipping costs and strengthen supply chains, helping U.S. manufacturers and small businesses to better compete. It will also reduce highway congestion and taxpayer burdens, as freight shifts from overused public highways to privately funded rail infrastructure. A more competitive rail network will also enhance public safety, with fewer trucks on the road resulting in fewer fatalities and accidents. Most importantly, a reliable rail network will support job creation and community reinvestment, especially in manufacturing regions and small towns that form the backbone of the American economy.

I respectfully submit my op-ed for your consideration as part of the record. It outlines in greater detail why this merger is a vital investment in American national strength. I urge the Board to recognize the transformational potential of a unified transcontinental rail network and to support this pro-growth, pro-worker merger.

Thank you for your time and for your continued commitment to ensuring a safe, competitive, and forward-looking U.S. rail system.

Sincerely,

George Landrith
President, Frontiers of Freedom

Human Events.

GEORGE LANDRITH: Rebuilding America's backbone starts with freight rail

A unified transcontinental railroad would be on a stronger footing to compete against long-haul trucking, which in recent decades has commanded a growing and dominant share of freight volume in the U.S.

by: George Landrith | 09/01/2025

America's freight rail system has always been a symbol of our economic strength, built by innovators, sustained by hard work, and vital to expanding American industry. When Abraham Lincoln signed the Pacific Railway Act in 1862, helping to unite America's western railroads, he made a bold bet that a strong rail network would embolden and strengthen American industry and hold the country together.

Today, America is at a similarly pivotal moment. Will we allow our rail system to fall further behind, or will we rebuild at home, putting American workers first and restoring the backbone of our economy?

The proposed merger of Union Pacific and Norfolk Southern offers an opportunity to build on Lincoln's legacy and put the country on the right path, the America First path. By creating the first unified, coast-to-coast rail network, the merger would strengthen U.S. competitiveness, unlock economic benefits, and support the reindustrialization of our nation. It is exactly the kind of bold, pro-American infrastructure investment that can help make our nation strong again.

A unified network would deliver immediate benefits. Manufacturers would enjoy savings on shipping costs, supply chains would grow more resilient, and highways would face less wear and tear from freight trucks. That means more jobs in the heartland, stronger American businesses, and lower costs for families.

Railroads have always been engines of opportunity, linking farms to markets, workers to jobs, and towns to thriving commerce. When we strengthen freight rail, we aren't just moving cargo — we are opening doors for communities that have been left behind in the global economy. Every mile of track represents not only an investment in steel and locomotives, but also in the workers who build, maintain, and operate them. This merger offers a chance to reinvest in those workers and those communities, creating new opportunities in places that too often see jobs outsourced overseas.

Moreover, a coast-to-coast rail system would not simply modernize transportation; it would reaffirm America's commitment to self-reliance and national strength. By reducing dependence on foreign supply chains and cutting costly inefficiencies, the merger would help ensure that

"Made in America" once again means competitive, affordable, and world-class. From energy producers in the West to manufacturers in the Midwest and exporters in the East, the benefits would ripple across the entire country—lifting the economy while putting America back in charge of its own destiny.

A unified transcontinental railroad would be on a stronger footing to compete against long-haul trucking, which in recent decades has commanded a growing and dominant share of freight volume in the U.S. Shifting volume back to rail would be a win for America, businesses, and families.

Overdependence on trucking has clogged our roads, cost taxpayers billions in repairs, and endangered lives. In 2023, 5,472 people died in large-truck crashes, while rail freight is associated with far fewer fatalities and injuries than long-haul trucking.

Heavy reliance on trucking also continues to strain our crumbling highways. Long-haul trucks cost taxpayers billions by creating wear and tear on publicly funded highways. Railroads, in contrast, invest in and maintain their own infrastructure, often to the tune of billions of dollars in a year. Rather than costing taxpayers a dime, railroads' private infrastructure investments create jobs and economic activity in communities across the country.

Unifying two complementary rail networks will also streamline coast-to-coast shipping by eliminating costly interchange delays, which are caused by the handoff of railcars from one line to another. These delays often leave railcars sitting for days, driving up inventory costs and creating reliability concerns for shippers. A unified rail network means more cost savings for businesses, confidence for shippers, and the ability to deliver goods to market more quickly.

Some may worry that a rail merger would reduce competition. In fact, instead of eliminating competition, this merger expands it – creating real competition against Canadian railroads, foreign-controlled shipping, and over-reliance on trucking. Ultimately, it increases options for U.S. producers while boosting America's strategic position in global trade.

These benefits are foundational to the American manufacturing renaissance that President Trump is pursuing. Whether it's semiconductor chips and other cutting-edge technological hardware, or apparel and agriculture, a strong rail network will help get those products where they need to be. This merger will give us a freight rail system that is worthy of a modern, America First economy.

This merger is an investment not in Wall Street, but in main streets, factory floors, and small towns across the country. Steel, auto, agriculture, and countless other industries will benefit from faster, cheaper, more reliable freight rail – ensuring factories stay open, workers stay on the job, and communities thrive.

America has always risen when we choose to be bold. Lincoln's railroads knit together a young nation. Today, a coast-to-coast network can do the same for a modern America First economy. It is time to seize this opportunity, support this merger, and put American workers, businesses, and families back on track. It is time to put America First, and one of the important places that starts is with rail.

George Landrith is the President of Frontiers of Freedom, a public policy think tank founded by U.S. Senator Malcolm Wallop to promote the principles of individual freedom, strong national defense, free markets, and constitutionally limited government. Landrith is a nationally recognized conservative commentator and advocate for America First policies.



September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Brusly Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of The Future Track Club I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Trent Ellis

cc: Member Schultz
Member Hedlund

STATE OF GEORGIA
DEPARTMENT OF AGRICULTURE

Tyler J Harper
COMMISSIONER

October 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: **Support for Union Pacific and Norfolk Southern Merger**

Chairman Fuchs,

As Georgia's 17th Commissioner of Agriculture, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy and our state's agriculture industry, safely moving the goods that power our industries, support our farm families and production agriculture, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing and agricultural ecosystems ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.

- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth

Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.
As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of Georgia's transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

God Bless & Keep Plowin',

Tyler J Harper
Commissioner of Agriculture

Gadsden
ALABAMA

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As Mayor of a city with over 200 police and fire men, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping them with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Craig Ford, Mayor

cc: Member Schultz
Member Hedlund

Gadsden Etowah Industrial Development Authority

99 E Chestnut St. Gadsden, AL 35903

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Executive Director of the Gadsden-Etowah Industrial Development Authority, I recognize that reliable rail service is vital to the continued growth and prosperity of our region's economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger represents a significant opportunity to strengthen these connections and deliver long-term benefits for both local and regional industry.

Norfolk Southern Rail has played a pivotal role in our economic development efforts, particularly at the Northeast Alabama Regional (NEAR) Megasite. The site's direct access to Norfolk Southern rail service is one of its most compelling advantages for recruiting new industries. The NEAR Megasite's location along the A-USA Corridor further strengthens its position as a strategic industrial hub, connecting Etowah County to major southern markets and logistics networks. Enhanced rail service through the merger would only amplify these advantages, promoting growth not only within our county but across the broader region.

Norfolk Southern's impact is already evident in Etowah County through its support of existing employers such as Koch Foods, whose feed mill depends on consistent and reliable rail service for the delivery of grain and other essential inputs. The company's continued success underscores the importance of maintaining and improving freight rail infrastructure in our area.

On behalf of the Gadsden-Etowah Industrial Development Authority, I respectfully urge the Surface Transportation Board to approve this merger. The efficiencies, investments, and expanded connectivity it will bring will ensure our communities remain competitive, resilient, and well-positioned in the economy.

Sincerely,

David Hooks, Executive Director

CITY OF
GAINESVILLE

MAYOR AND COUNCIL

Sam Couvillon	C. Danny Dunagan, Jr.	Zack Thompson	Barbara B. Brooks	Abigail Guzman	Juli Hayes
Mayor	*Ward One*	*Ward Two*	*Ward Three*	*Ward Four*	*Ward Five*

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader and Mayor of Gainesville, GA, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the City of Gainesville, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

W. Sam Couvillon

Sam Couvillon
Mayor – Gainesville, GA

cc: Member Schultz
Member Hedlund

GEORGIA AGRIBUSINESS COUNCIL

P. O. BOX 119 • 1655 SOUTH ELM STREET • COMMERCE, GA 30529
OFFICE: 706.336.6830 • 800.726.2474 • FAX: 706.336.6898

11/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Georgia Agribusiness Council, I am writing to provide comment regarding the proposed merger between Union Pacific and Norfolk Southern. The Council represents a broad cross-section of Georgia's agricultural and agribusiness industries, which depend heavily on efficient and reliable freight rail service to transport agricultural inputs, raw materials, and finished products to domestic and international markets.

Freight rail is an essential component of Georgia's transportation infrastructure and economic framework. It supports the movement of agricultural commodities, manufactured goods, and critical supplies that sustain both rural and urban communities. Norfolk Southern has played a significant role in this network, providing key connections between Georgia's production areas, manufacturing facilities, and the ports of Savannah and Brunswick.

The Georgia Agribusiness Council recognizes that the proposed merger presents potential opportunities to enhance the efficiency, reliability, and competitiveness of the freight rail system. Anticipated benefits include:

- **Improved Service Reliability:** Network integration may reduce congestion and improve schedule consistency.
- **Reduced Transit Times:** Streamlined routing could accelerate freight movement and strengthen supply chain performance.
- **Increased Infrastructure Investment:** A unified system may enable greater long-term investment in safety, technology, and modernization.
- **Expanded Market Access:** Broader connectivity could create new opportunities for Georgia's agricultural producers and agribusiness exporters.

Georgia's agricultural sector relies on dependable rail service to maintain competitiveness and meet the demands of both domestic and international markets. Rail shipments support everyday life in Georgia at extraordinary scale. During peak season, rail moves enough fertilizer to treat 15 million farms.

Ensuring that this merger results in improved network performance, fair access, and reasonable rates will be essential to sustaining the state's economic vitality and supporting continued growth in the agribusiness sector.

The Georgia Agribusiness Council appreciates the Surface Transportation Board's thorough review of this proposed transaction and encourages consideration of its potential benefits for Georgia's economy, supply chain stability, and the broader U.S. transportation network.

Thank you for the opportunity to provide these comments.

Sincerely,

Will Bentley
President
Georgia Agribusiness Council

GEORGIA HISPANIC Chamber of Commerce

40 YEARS FORTY INTO THE FUTURE

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The Georgia Hispanic Chamber of Commerce (GHCC), is one of the largest and most influential Hispanic chambers in the nation, dedicated to advancing economic growth, leadership, and prosperity across Georgia's diverse business community. With over 1,000 members in the State of Georgia, we are writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

GHCC stands as a beacon of opportunity, championing commerce, connections and community by supporting Hispanic businesses and professionals and working across industries and geography to drive economic impact to the state of Georgia.

This merger will create an even more efficient, resilient, and connected rail network that will benefit Georgia's Hispanic business community, many of which are deeply engaged in trade, logistics, construction, and professional services. The merger also promises to reduce congestion, enhance safety, and spur new infrastructure investments in communities from the City of Atlanta to rural communities around our state.

These improvements directly align with our mission to ensure that Hispanic businesses and professionals are positioned to thrive in a competitive and interconnected global marketplace.

For these reasons, the Georgia Hispanic Chamber of Commerce supports this merger and encourages the approval of this merger Surface Transportation Board. We see it as a vital step in driving prosperity and building a sustainable future for Georgia's diverse business community.

Sincerely,

Veronica Maldonado-Torres

Veronica Maldonado- Torres
President & CEO
Georgia Hispanic Chamber of Commerce

HOUSE OF REPRESENTATIVES

CHUCK EFSTRATION
REPRESENTATIVE, DISTRICT 104
POST OFFICE BOX 1656
DACULA, GEORGIA 30019
CHUCK.EFSTRATION@HOUSE.GA.GOV
(404) 656-5052

338 STATE CAPITOL
ATLANTA, GEORGIA 30334

MAJORITY LEADER
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Ethics
Insurance
Judiciary
Judiciary Non-Civil
Juvenile Justice
Reapportionment & Redistricting
Rules

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As House Majority Leader of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.

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Appropriations
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Rules

- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth

Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
  - **Aurubis (Augusta)**: $800 million investment, 230 jobs
  - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
  - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs

HOUSE OF REPRESENTATIVES

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- **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarters operation to the state of Georgia, I'm also pleased to see the company's commitment to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Representative Chuck Efstration

Georgia House District 104

House of Representatives

RICK JASPERSE

REPRESENTATIVE, DISTRICT 11
89 APPLE VALLEY FARM LANE
JASPER, GEORGIA 30143

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EDUCATION
HEALTH
PUBLIC SAFETY & HOMELAND SECURITY
REGULATED INDUSTRIES
RULES
TRANSPORTATION - **CHAIRMAN**

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chairman of the House Transportation Committee for the State of Georgia, I am writing you to express my strong support for the proposed merger between Union Pacific and our Norfolk Southern railroad companies.

I personally think this is a win win for the transportation system of our country. We are an integrated country knowing no barriers within the United States with roads and air. This merger will include rail to that list. In looking into this merger, I know it will help my state's business environment grow.

Freight rail has been the cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability

- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Rick Jasperse
Representative, District 11

cc:
Brian Kemp, Governor State of Georgia
Jon Burns, Speaker of Georgia House of Representatives
Member Schultz
Member Hedlund

302-A CLOB
18 Capitol Square, S.W.
Atlanta, Georgia 30334

P.O. Box 3914
Moultrie, GA 31776

sam.watson@senate.ga.gov

COMMITTEES:
Ethics, Chairman
State and Local Government, Secretary
Economic Development & Tourism
Agriculture and Consumer Affairs
Natural Resources and the Environment
Appropriations

Phone: (404) 656-0065

SAM WATSON
District 11

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.
As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.
This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

Sam Watson

Senator Sam Watson, 11th district

House of Representatives

CLINT CROWE
REPRESENTATIVE, DISTRICT 118
CLINT.CROWE@HOUSE.GA.GOV
115 MABRY RD.
JACKSON, GA 30233

COVERDELL LEGISLATIVE OFFICE BUILDING
18 CAPITOL SQUARE, SUITE 612-A
ATLANTA, GEORGIA 30334
(404) 656-0325 (OFFICE)

STANDING COMMITTEES
PUBLIC SAFETY AND HOMELAND SECURITY-CHAIRMAN
BANKS & BANKING
JUDICIARY NON-CIVIL
STATE PLANNING & COMMUNITY AFFAIRS
TECHNOLOGY AND INFRASTRUCTURE INNOVATION
WAYS & MEANS

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As a State Representative in the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.

House of Representatives

CLINT CROWE
REPRESENTATIVE, DISTRICT 118
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JACKSON, GA 30233

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STANDING COMMITTEES
PUBLIC SAFETY AND HOMELAND SECURITY-CHAIRMAN
BANKS & BANKING
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INNOVATION
WAYS & MEANS

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Sincerely,

Representative Clint Crowe
House District 118

cc: Member Schultz
Member Hedlund

House of Representatives

MACK JACKSON
REPRESENTATIVE, DISTRICT 128
18 CAPITOL SQUARE, CLOB 611
ATLANTA, GEORGIA 30334
(478) 232-9684 (CELL)

(404) 656-0314 (OFFICE)
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EMAIL: **mack.jackson@house.ga.gov**

STANDING COMMITTEES:

APPROPRIATIONS
HEALTH
PUBLIC SAFETY AND HOMELAND SECURITY
REAPPORTIONMENT AND REDISTRICTING
RULES
RURAL DEVELOPMENT
TRANSPORTATION

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative of Georgia's House District 128, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the national economy.

Sincerely,



Representative Mack Jackson
House District 128

cc: Member Schultz
Member Hedlund

House of Representatives

KATIE M. DEMPSEY

REPRESENTATIVE, DISTRICT 13
3 Central Plaza # 360
Rome, GA 30161-3117
EMAIL:
Katie.Dempsey@house.ga.gov

245 STATE CAPITOL
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(404) 463-2249 (F)

STANDING COMMITTEES
APPROPRIATIONS - CHAIRMAN OF HUMAN RESOURCES SUBCOMMITTEE
SPECIAL COMMITTEE ON HEALTHCARE
ECONOMIC DEVELOPMENT & TOURISM
ENERGY, UTILITIES & TELECOMMUNICATIONS
RULES TRANSPORTATION
HIGHER EDUCATION
PUBLIC HEALTH

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Georgia House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

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Sincerely,

Katie M. Dempsey

Katie M. Dempsey
Representative, Georgia House District 13

cc: Member Schultz
Member Hedlund

DANNY MATHIS
REPRESENTATIVE, DISTRICT 133
P.O. BOX 531
COCHRAN, GEORGIA 31014
Danny.Mathis@house.ga.gov

HOUSE OF REPRESENTATIVES
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STANDING COMMITTEES
Appropriations-Vice Chairman of Subcommittee
Agriculture & Consumer Affairs
Human Relations & Aging- Secretary
Motor Vehicles-Secretary
Public Safety and Homeland Security
Small Business Development
Transportation

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

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DANNY MATHIS
REPRESENTATIVE, DISTRICT 133
P.O. BOX 531
COCHRAN, GEORGIA 31014
Danny.Mathis@house.ga.gov

HOUSE OF REPRESENTATIVES
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STANDING COMMITTEES
Appropriations-Vice Chairman of Subcommittee
Agriculture & Consumer Affairs
Human Relations & Aging- Secretary
Motor Vehicles-Secretary
Public Safety and Homeland Security
Small Business Development
Transportation

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Sincerely,

Danny Mathis,
State Representative, District 133

cc: Member Schultz
Member Hedlund

House of Representatives

Shaw Blackmon
Representative, District 146
P.O. Box 729
Bonaire, GA 31005
(404) 656-5103
Shaw.Blackmon@house.ga.gov

GEORGIA STATE CAPITOL
133 State Capitol
ATLANTA, GA 30334

Standing Committees
Ways & Means, Chairman
Governmental Affairs
Insurance
Rules
Rural Development
Technology & Infrastructure Innovation
Appropriations, Ex-Officio
MARTOC, Ex-Officio

October 24th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Representative of the 146th District in the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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Sincerely,



Shaw Blackmon

House of Representatives

District 146

cc: Member Schultz
Member Hedlund

NOEL WILLIAMS, JR.
REPRESENTATIVE, DISTRICT 148
1308 OGBURN ROAD
CORDELE, GEORGIA 31015
(404) 656-5146
E-MAIL: Noel.williams@house.ga.gov

House of Representatives

STATE CAPITOL, ROOM 417-B
ATLANTA, GEORGIA 30334
(404) 656-5146

STANDING COMMITTEES

GAME, FISH, AND PARKS
INSURANCE
NATURAL RESOURCES & ENVIRONMENT
RETIREMENT
SMALL BUSINESS DEVELOPMENT
WAYS & MEANS

BANKS & BANKING – CHAIRMAN

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the Georgia General Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

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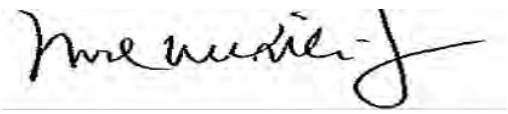


Noel Williams, Jr.
State Representative, District 148

cc: Member Schultz
Member Hedlund

Leesa Hagan
Representative, House District 156
501-H Coverdell Legislative Office Bldg.
Atlanta, Georgia 30334
leesa.hagan@house.ga.gov

Standing Committees
Rural Development - Chairman
Agriculture & Consumer Affairs
Appropriations
Industry & Labor
Natural Resources & the Environment
Transportation

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs:

As a member of the Georgia House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a vital component of Georgia's economic foundation, connecting rural producers, industrial manufacturers, and global markets through an efficient, sustainable network that keeps our economy moving. This merger presents a rare opportunity to modernize and strengthen that network while ensuring that Georgia's role in national logistics continues to grow.

Georgia relies heavily on rail to move timber, agricultural products, energy materials, and finished goods. Norfolk Southern's presence, particularly its extensive operations in Atlanta, Macon, and Savannah, has helped local businesses reach domestic and international markets with cost-effective, dependable service. Partnering with Union Pacific, whose western network reaches every major port and distribution hub to the Pacific, would create a truly transcontinental rail corridor. That system would give Georgia industries faster access to western markets and ports, reduce bottlenecks in national freight movement, and reinforce our state's position as a logistics leader in the Southeast.

The merger's projected benefits align directly with Georgia's long-term economic priorities:

- ·Improved Service and Reliability: Coordinated scheduling and unified routing will minimize interline handoffs, reducing delays that often affect agricultural and manufacturing shipments.
- ·Investment in Infrastructure: The combined company would channel greater capital into track upgrades, yard modernization, and digital logistics systems. These are investments that support both major shippers and small rural businesses.

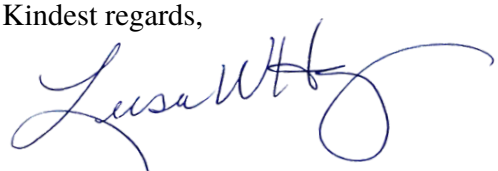
- ·Environmental Efficiency: By improving routing and reducing highway truck traffic, this merger will further decrease carbon emissions and roadway wear.·
- Expanded Economic Reach: A unified system will allow Georgia producers, especially in agriculture, forestry, and manufacturing, to move products coast-to-coast without interruption, enhancing export competitiveness through the Ports of Savannah and Brunswick.

Norfolk Southern has a strong record of partnership with Georgia communities from industrial site development to logistics training and job creation statewide. The merger will expand that foundation, supporting rural development and giving new life to smaller industrial corridors that depend on reliable freight access.

This proposal is about more than corporate consolidation. It is about strengthening America's supply chain, advancing rail safety, and positioning the United States for a new era of industrial competitiveness. The combined expertise and capital of Union Pacific and Norfolk Southern will help ensure that freight rail remains a cornerstone of national infrastructure and a reliable partner for states like Georgia.

For these reasons, I respectfully urge the Surface Transportation Board to give full and favorable consideration to the proposed merger. It represents not only a sound business decision, but a strategic investment in the future of Georgia's economy and America's transportation network.

Kindest regards,



Leesa W. Hagan

Jon Burns
Speaker

House of Representatives
332 State Capitol
Atlanta, Georgia 30334

Office
404.656.5020

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Speaker of the Georgia House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Jon Burns
Georgia's 75th Speaker of the House

cc: Member Schultz
Member Hedlund

TREY KELLEY
REPRESENTATIVE, DISTRICT 16
P. O. BOX 206
CEDARTOWN, GEORGIA 30125
EMAIL: trey.kelley@house.ga.gov

House of Representatives
504 COVERDELL LEGISLATIVE OFFICE BUILDING
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(404) 656-0188 (OFFICE)
(404) 651-8086 (FAX)

STANDING COMMITTEES:
HEALTH
APPROPRIATIONS
CODE REVISIONS
HEALTH AND HUMAN SERVICES
ENERGY UTILITIES &TELECOMMUNICATIONS
HIGHER EDUCATION
JUDICIARY
WAYS AND MEANS

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As a Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth

Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Sincerely,

Trey Kelley

cc: Member Schultz
Member Hedlund

CHAS CANNON
REPRESENTATIVE, DISTRICT 172
Chas.Cannon@house.ga.gov

HOUSE OF REPRESENTATIVES
COVERDELL LEGISLATIVE OFFICE BUILDING
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404-656-0178

STANDING COMMITTEES
RESOURCE MANAGEMENT – VICE CHAIRMAI
AGRICULTURE & CONSUMER AFFAIRS
DEFENSE & VETERAN AFFAIRS
INFORMATION & AUDITS
NATURAL RESOURCES & ENVIRONMENT
WAYS & MEANS

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Member of the Georgia General Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to both large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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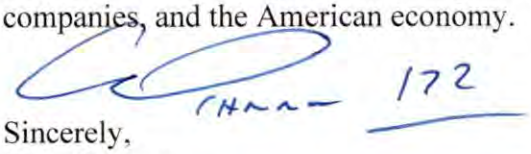
As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.



Sincerely,
Chas Cannon
District 172 – Georgia General Assembly

JOHN CORBETT
REPRESENTATIVE, DISTRICT 174
1484 GEORGIA HIGHWAY 135 SOUTH
LAKE PARK, GEORGIA 31636
JOHN.CORBETT@HOUSE.GA.GOV

HOUSE OF REPRESENTATIVES

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STANDING COMMITTEES
CHAIRMAN
MOTOR VEHICLES
GAME, FISH & PARK
SMALL BUSINESS
TRANSPORTATION
WAYS AND MEANS
INTRAGOVERNMENTAL COORDINATION
AGRICULTURE & CONSUMER AFFAIRS
HEALTHCARE

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative for District 174 of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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Georgia's Reliance on Rail

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These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

John Corbett

John Corbett
State Representative

cc: Member Schultz
Member Hedlund

JOHN LAHOOD
REPRESENTATIVE, DISTRICT 175
PO BOX 5500
VALDOSTA, GA 31603
JOHN.LAHOOD@HOUSE.GA.GOV

HOUSE OF REPRESENTATIVES

131-A STATE CAPITOL
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STANDING COMMITTEES
APPROPRIATIONS – TRANSPORTATION - CHAIRMAN
GOVERNMENTAL AFFAIRS
GAME, FISH & PARKS
HUMAN RELATIONS & AGING
INFORMATION & AUDITS
PUBLIC & COMMUNITY HEALTH
TECHNOLOGY & INFRASTRUCTURE INNOVATION

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As a state representative of District 175 in Georgia, and chairman of the Appropriations Sub-committee for Transportation in the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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Georgia's Reliance on Rail

JOHN LAHOOD
REPRESENTATIVE, DISTRICT 175
PO BOX 5500
VALDOSTA, GA 31603
JOHN.LAHOOD@HOUSE.GA.GOV

HOUSE OF REPRESENTATIVES

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STANDING COMMITTEES
APPROPRIATIONS – TRANSPORTATION - CHAIRMAN
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GAME, FISH & PARKS
HUMAN RELATIONS & AGING
INFORMATION & AUDITS
PUBLIC & COMMUNITY HEALTH
TECHNOLOGY & INFRASTRUCTURE INNOVATION

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
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Industrial Development and Community Growth
Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

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    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.
As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

JOHN LAHOOD
REPRESENTATIVE, DISTRICT 175
PO BOX 5500
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JOHN.LAHOOD@HOUSE.GA.GOV

HOUSE OF REPRESENTATIVES

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STANDING COMMITTEES
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GOVERNMENTAL AFFAIRS
GAME, FISH & PARKS
HUMAN RELATIONS & AGING
INFORMATION & AUDITS
PUBLIC & COMMUNITY HEALTH
TECHNOLOGY & INFRASTRUCTURE INNOVATION

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

John LaHood
State House Representative
District 175

cc: Member Schultz
Member Hedlund

CHARLICE BYRD

REPRESENTATIVE, DISTRICT 20
1025 Rose Creek Dr, Suite 620- 165
Woodstock, GA 30189
charlice.byrd@house.ga.gov

HOUSE OF REPRESENTATIVES

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STANDING COMMITTEES

Budget and Fiscal Affairs Oversight
Economic Development & Tourism
Game, Fish & Parks
Human Relations & Aging
Judiciary Non-Civil
State Planning & Community Affairs
Transportation

October 27, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As a Representative of Georgia's 20th House District and a member of the House Transportation Committee, I am writing to express my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses that are large and small.

As a member of the Transportation Committee in the General Assembly, I know the American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

Charlice Byrd
House of Representatives
District 20

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Charlice Byrd

cc: Member Schultz
Member Hedlund

House of Representatives

TODD JONES

REPRESENTATIVE, DISTRICT #25
8175 MAJORS RIDGE WAY
CUMMING, GA 30041
(404) 656-9210
EMAIL: todd.jones@house.ga.gov

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STANDING COMMITTEES

TECHNOLOGY & INFRASTRUCTURE INNOVATION-CHAIRMAN
APPROPRIATIONS
EDUCATION
ENERGY, UTILITIES, & TELECOMMUNICATIONS
HEALTH
JUDICIARY
SPECIAL COMMITTEE ON RESOURCE MANAGEMENT
WAYS & MEANS

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Formal Support for the Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a Member of the Georgia House of Representatives and Chairman of the Technology and Innovation Committee, I am writing to express my strong and unequivocal support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a foundational pillar of Georgia's economy. It facilitates the safe, efficient, and sustainable movement of the goods that power our industries, support our farmers, and connect our communities to markets across the United States and the world. Norfolk Southern has long been a trusted transportation partner for our state—providing reliable service to businesses of every scale, from global manufacturers to local enterprises. The American freight rail system is indispensable not only to our economic growth but also to our environmental stewardship, helping reduce highway congestion and greenhouse gas emissions.

The proposed merger presents a unique opportunity to strengthen this national network and deliver tangible benefits to shippers, consumers, and communities alike, including:

Enhanced Service Reliability: More direct routing and improved operational flexibility will minimize disruptions and increase schedule dependability.
Reduced Transit Times: Eliminating interchanges will accelerate the movement of freight, enabling Georgia businesses to serve customers more efficiently and competitively.
Increased Capital Investment: A unified transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technologies, and state-of-the-art safety systems.
Expanded Market Reach: A broader geographic footprint will provide Georgia-made goods greater access to domestic and global markets while strengthening supply chain resilience.

Georgia's Strategic Reliance on Freight Rail

Norfolk Southern's extensive presence within Georgia's manufacturing and logistics ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state. The company serves many of Georgia's most iconic employers, including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA. Through these partnerships, Norfolk Southern transports everything from pulpboard and cement to poultry and consumer products—supporting industries that define our economic identity.

Rail operations in Georgia also provide extraordinary public benefits: moving enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons annually. The network's reach—over 1,000 miles of track statewide—ensures accessibility for both multinational corporations and small businesses, while avoiding more than 930,000 metric tons of CO_2 emissions each year, the equivalent of removing nearly four million trucks from our highways.

Driving Industrial Development and Community Growth

Norfolk Southern's investment in industrial development and logistics infrastructure has helped Georgia communities attract transformative private investment. Recent examples include:

Aurubis (Augusta): $800 million investment, 230 new jobs
Irving Tissue (Macon): $600 million investment, 100 new jobs
Solar Cycle (Cedartown): $344.5 million investment, 617 new jobs
Valdosta: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects illustrate the critical role rail-enabled infrastructure plays in fostering economic development and community resilience. The merger will further enhance Georgia's ability to compete in the next generation of advanced manufacturing and logistics. Further, I am encouraged by the companies' commitment to maintaining Atlanta as a strategic hub for innovation, technology, and operations.

This merger represents far more than the consolidation of two railroads—it is an opportunity to strengthen America's transportation backbone, sustain economic growth, and position U.S. freight rail to remain globally competitive for decades to come.

For these reasons, I respectfully urge the Surface Transportation Board to grant full and favorable consideration to this merger, recognizing the substantial benefits it will deliver to Georgia's economy, its workforce, and the broader American supply chain.

Best regards,

Todd Jones

Todd Jones
State Representative, Georgia House of Representatives
Chairman, Technology and Infrastructure Innovation Committee

cc: Member Schultz
Member Hedlund

House of Representatives

Lauren W. McDonald, III
Representative, District 26
150 Sawnee Drive
Cumming, GA 30040
lauren.mcdonald@house.ga.gov

GOVERNOR'S FLOOR LEADER

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STANDING COMMITTEES
Transportation – Vice Chair
Game, Fish, & Parks
Human Relations & Aging
Natural Resources & Environment
Public Safety and Homeland Security
Public Safety Appropriations
Regulated Industries

9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Representative of the 26th House District in the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

I'm also pleased to see the company's commitment to maintaining Atlanta as a critical hub for innovation, technology, and operations; this commitment will be bolstered by this proposed merger.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Lauren W. McDonald, III
Representative for the 26th House District of Georgia

HOUSE OF REPRESENTATIVES
BRENT L. COX | DISTRICT 28

Committees
Agriculture & Consumer Affairs | Education (Policy Sub-Committee Vice Chairman) | Technology & Infrastructure Innovation - Secretary

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
-

18 Capitol Square SW, CLOB 401-C, Atlanta, Georgia 30334
m: 770.598.0531 | o: 404.656.0152 | f: 404.656.8086 | email: Brent.Cox@house.ga.gov

HOUSE OF REPRESENTATIVES
BRENT L. COX | *DISTRICT 28*

Committees
Agriculture & Consumer Affairs | Education (Policy Sub-Committee Vice Chairman) | Technology & Infrastructure Innovation - Secretary

-
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

My best,

Brent L. Cox
House District 28

cc: Member Schultz
Member Hedlund

18 Capitol Square SW, CLOB 401-C, Atlanta, Georgia 30334
m: 770.598.0531 | o: 404.656.0152 | f: 404.656.8086 | email: Brent.Cox@house.ga.gov

MATT DUBNIK
Representative
District 29
Gainesville, Oakwood, &
Hall County
matt.dubnik@house.ga.gov
404-463-2246

House of Representatives

245-F State Capitol
206 Washington Street SW
Atlanta, Georgia 30334

STANDING COMMITTEES
Chairman – Appropriations Committee
on Education
Agriculture & Consumer Affairs
Education
Game, Fish, & Parks
Higher Education
Judiciary – Juvenile
Regulated Industries

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Georgia House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
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Georgia's Reliance on Rail
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Industrial Development and Community Growth
Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

MATT DUBNIK

CHRIS ERWIN
REPRESENTATIVE DISTRICT 32
email: chris.erwin@house.ga.gov

House of Representatives
STATE CAPITOL – SUITE 220
ATLANTA, GEORGIA 30334
(404) 656-7850 (OFFICE)
(404) 651-8086 (FAX)

STANDING COMMITTEES:
CHAIRMAN- EDUCATION
APPROPRIATIONS
INSURANCE
INTRAGOVERMENTAL COORDINATION
RETIREMENT
STATE PLANNING & COMMUNITY AFFAIRS
RULES

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

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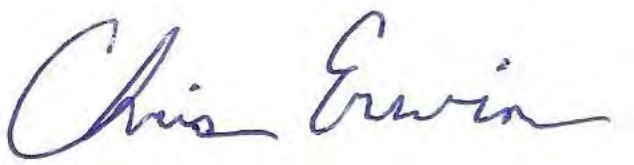
As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Representative Chris Erwin
Georgia House District 32

cc: Member Schultz
Member Hedlund

KASEY CARPENTER
REPRESENTATIVE, DISTRICT 4
PO BOX 1144
DALTON, GA 30722
kasey.carpenter@house.ga.gov

HOUSE OF REPRESENTATIVES

ROOM 401 – I STATE CAPTIOL
ATLANTA, GEORGIA 30334
404-656-7857 (OFFICE)

STANDING COMMITTEES

CREATIVE ARTS & ENTERTAINMENT- Chairman
HIGHER EDUCATION- Secretary
INDUSTRY & LABOR
INFORMATION & AUDITS
REGULATED INDUSTRIES
WAYS & MEANS

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Georgia House of Representatives in District 4, and a member of the House Transportation Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Representative Kasey Carpenter
Georgia House District 4

cc: Member Schultz
Member Hedlund

House of Representatives

STATE CAPITOL, ROOM 340
ATLANTA, GEORGIA 30334
(404) 656-5072 (O)

12580 HWY. 9, SUITE 600-356
MILTON, GEORGIA 30004
EMAIL: JAN.JONES@HOUE.GA.GOV

JAN JONES
SPEAKER PRO TEM

STANDING COMMITTEES:
APPROPRIATIONS
EDUCATION
ETHICS
REAPPORTIONMENT
RULES

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Speaker Pro Tempore of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
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Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

House of Representatives

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(404) 656-5072 (O)

12580 HWY. 9, SUITE 600-356
MILTON, GEORGIA 30004
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JAN JONES
SPEAKER PRO TEM

STANDING COMMITTEES:
APPROPRIATIONS
EDUCATION
ETHICS
REAPPORTIONMENT
RULES

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

Jan Jones
Speaker Pro Tempore

cc: Member Schultz
Member Hedlund

House of Representatives

SCOTT HILTON
REPRESENTATIVE, DISTRICT 48TH
5425 Peachtree Parkway
Peachtree Corners, GA 30092
EMAIL: Scott.Hilton@House.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
18 Capitol Square, Suite 504
ATLANTA, GA 30334
(404) 656-0188
FAX (404) 651-8086

STANDING COMMITTEES:
INFORMATION & AUDITS – *CHAIRMAN*
EDUCATION – SECRETARY
WAYS & MEANS
CREATIVE ARTS AND ENTERTAINMENT
PUBLIC HEALTH
STATE PROPERTIES
MARTOC

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

House of Representatives

SCOTT HILTON
REPRESENTATIVE, DISTRICT 48TH
5425 Peachtree Parkway
Peachtree Corners, GA 30092
EMAIL: Scott.Hilton@House.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
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STANDING COMMITTEES:
INFORMATION & AUDITS – *CHAIRMAN*
EDUCATION – SECRETARY
WAYS & MEANS
CREATIVE ARTS AND ENTERTAINMENT
PUBLIC HEALTH
STATE PROPERTIES
MARTOC

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Rep. Scott Hilton
Georgia House District 48
Cell: 404.951.8902

cc: Member Schultz
Member Hedlund

House of Representatives

MATT BARTON
REPRESENTATIVE, DISTRICT 5
135 VICTORY COURT
CALHOUN, GEORGIA 30701
(770) 547-0014 - MOBILE
E-MAIL: matt.barton@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
18 CAPITOL SQUARE, SUITE 614
ATLANTA, GEORGIA 30334
(404) 656-3947 OFFICE

STANDING COMMITTEES
APPROPRIATIONS
ENERGY,UTILITIES &
TELECOMMUNICATIONS
INDUSTRY AND LABOR
MOTOR VEHICLES
SMALL BUSINESS DEVELOPMENT
TRANSPORTATION

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

As a member of the Georgia House of Representatives, I'm writing to share my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a backbone of Georgia's economy. It keeps our industries moving, supports our farmers, and connects Georgia communities to markets across the country and around the world. Norfolk Southern has been a dependable and forward-thinking transportation partner for our state—delivering reliable, efficient, and cost-effective service that helps businesses large and small compete and grow.

This merger represents an opportunity to strengthen that network and create real benefits for shippers, consumers, and communities alike, including:

- Better reliability: More direct routes and operational flexibility will help keep goods moving on schedule.
- Faster transit times: Fewer interchanges will shorten delivery windows and improve competitiveness.
- Stronger investment: A transcontinental system will be better positioned to modernize infrastructure, technology, and safety.
- Expanded reach: A broader footprint means more opportunities for Georgia products and a more resilient supply chain.

Georgia's Reliance on Rail

House of Representatives

MATT BARTON
REPRESENTATIVE, DISTRICT 5
135 VICTORY COURT
CALHOUN, GEORGIA 30701
(770) 547-0014 - MOBILE
E-MAIL: matt.barton@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
18 CAPITOL SQUARE, SUITE 614
ATLANTA, GEORGIA 30334
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STANDING COMMITTEES
APPROPRIATIONS
ENERGY,UTILITIES &
TELECOMMUNICATIONS
INDUSTRY AND LABOR
MOTOR VEHICLES
SMALL BUSINESS DEVELOPMENT
TRANSPORTATION

Norfolk Southern is deeply woven into Georgia's manufacturing and agricultural economy. Its presence has long supported thousands of jobs and billions in private investment across the state:

- NS serves major Georgia employers such as Coca-Cola, Home Depot, Georgia-Pacific, WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA.
- Rail shipments touch nearly every Georgia household—moving enough fertilizer for 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- The NS network connects Atlanta to key Southeastern markets and links our ports in Savannah and Brunswick to global trade routes.
- With more than 1,000 miles of NS track in Georgia, the benefits of rail reach from major industries to local main streets.
- Rail operations here help avoid nearly 930,000 metric tons of CO_2 emissions each year—the equivalent of removing almost 4 million trucks from our highways.

Industrial Development and Community Growth
Norfolk Southern has helped communities across Georgia recruit major employers by providing certified industrial sites and the logistics backbone businesses need to succeed. Recent examples include:

- Aurubis (Augusta): $800 million investment, 230 jobs
- Irving Tissue (Macon): $600 million investment, 100 jobs
- Solar Cycle (Cedartown): $344.5 million investment, 617 jobs
- Valdosta: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects prove what can happen when rail, industry, and local leadership work together. This merger will only enhance those opportunities and keep Georgia positioned as a leader in the next generation of U.S. manufacturing.

As someone who helped bring Norfolk Southern's headquarters to Georgia, I'm especially glad to see both companies' commitment to keeping Atlanta as a central hub for innovation, technology, and operations.

House of Representatives

MATT BARTON
REPRESENTATIVE, DISTRICT 5
135 VICTORY COURT
CALHOUN, GEORGIA 30701
(770) 547-0014 - MOBILE
E-MAIL: matt.barton@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
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STANDING COMMITTEES
APPROPRIATIONS
ENERGY,UTILITIES &
TELECOMMUNICATIONS
INDUSTRY AND LABOR
MOTOR VEHICLES
SMALL BUSINESS DEVELOPMENT
TRANSPORTATION

MATT BARTON
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135 VICTORY COURT
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ATLANTA, GEORGIA 30334
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STANDING COMMITTEES
APPROPRIATIONS
ENERGY,UTILITIES &
TELECOMMUNICATIONS
INDUSTRY AND LABOR
MOTOR VEHICLES
SMALL BUSINESS DEVELOPMENT
TRANSPORTATION

This merger is about more than railroads—it's about strengthening America's supply chain, driving economic growth, and keeping U.S. freight rail globally competitive. I respectfully ask the Surface Transportation Board to give this proposal full and favorable consideration, recognizing the benefits it will bring to Georgia workers, businesses, and communities.

Sincerely,

Matt Barton
State Representative
District 5

DEBORAH SILCOX
REPRESENTATIVE, DISTRICT 53
6300 Powers Ferry Rd.
Suite 600, #177
Atlanta, GA 30339
(404) 657-1803 (OFFICE)
Deborah.silcox@house.ga.gov

House of Representatives

18 CAPITOL SQUARE, SW
COVERDELL LEGISLATIVE OFFICE BUILDING, SUITE 408-A
ATLANTA, GEORGIA 30334

STANDING COMMITTEES:
MARTOC- Chairman
Judiciary Non-Civil- Vice Chairman
Judiciary
Public Health
Urban Affairs

November 3, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As District Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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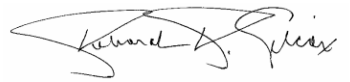
This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Honorable Deborah Silcox
Georgia General Assembly

STACEY EVANS

REPRESENTATIVE, DISTRICT 57
750 PIEDMONT AVE. NE
ATLANTA, GEORGIA 30308
stacey.evans@house.ga.gov

HOUSE OF REPRESENTATIVES

COVERDELL LEGISLATIVE OFFICE BUILDING
ROOM 409
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404-656-0116
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STANDING COMMITTEES

JUDICIARY
RETIREMENT
TRANSPORTATION APPROPRIATIONS
TECHNOLOGY & INFRASTRUCTURE INNOVATION
RULES

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.

- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Yours truly,



Stacey Evans

cc: Member Schultz
Member Hedlund

CHAIRMAN KAREN MATHIAK

REPRESENTATIVE, DISTRICT 82
127 Dunwoody Circle
Griffin, GA 30223
karen.mathiak@house.ga.gov

HOUSE OF REPRESENTATIVES

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Atlanta, GA 30334
(404) 656-6731 (Office)

STANDING COMMITTEES

State Planning & Community Affairs - Chairman
Appropriations Human Resources – Vice Chairman
Health – Secretary
MARTOC – Ex-Officio
Intragovernmental Coordination
Insurance
Interstate Cooperation

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
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- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.

CHAIRMAN KAREN MATHIAK

REPRESENTATIVE, DISTRICT 82
127 Dunwoody Circle
Griffin, GA 30223
karen.mathiak@house.ga.gov

HOUSE OF REPRESENTATIVES

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STANDING COMMITTEES

State Planning & Community Affairs - Chairman
Appropriations Human Resources – Vice Chairman
Health – Secretary
MARTOC – Ex-Officio
Intragovernmental Coordination
Insurance
Interstate Cooperation

- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

Representative Karen Mathiak

Rep Karen Mathiak

Georgia District 82

CC: Member Schultz
Member Hedlund

House of Representatives

Will Wade
Representative, District 9
P.O. Box 1685
Dawsonville, GA 30534
will.wade@house.ga.gov

GOVERNOR'S FLOOR LEADER

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(404) 651-7737

STANDING COMMITTEES
Appropriations
Education Appropriations – Vice Chair
Banks & Banking – Vice Chair
Education
Judiciary – Juvenile
State Planning & Community Affairs
Transportation

10/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Representative of the 9th House District in the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth
Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

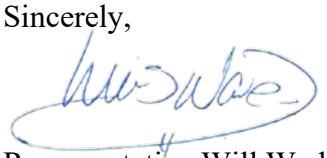
- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

I'm also pleased to see the company's commitment to maintaining Atlanta as a critical hub for innovation, technology, and operations; this commitment will be bolstered by this proposed merger.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Representative Will Wade
District 9

GEORGIA
PUBLIC POLICY FOUNDATION

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As President and CEO of the Georgia Public Policy Foundation, I spend a lot of time thinking about what helps Georgia grow. One of the biggest drivers of growth is how we move the goods that fuel our economy. Transportation and logistics are the connective tissue of Georgia's success, and freight rail is a vital part of that system.

Norfolk Southern has been a crucial transportation partner for our state for decades, helping manufacturers, farmers and small businesses get their products to markets across the country and around the world. Freight rail isn't just reliable and cost-effective; it's also one of the cleanest and safest ways to move freight, easing congestion on our highways and reducing emissions.

That's why I believe the proposed merger between Norfolk Southern and Union Pacific deserves strong support. This partnership represents an opportunity to strengthen America's freight rail network in ways that benefit shippers, consumers and communities. Among the advantages:

- **More reliable service**: Greater flexibility and more direct routes mean fewer disruptions and better on-time performance.
- **Faster transit times**: By reducing interchanges, goods can move more quickly and efficiently—helping Georgia businesses stay competitive.
- **More investment**: A stronger, transcontinental network will be better positioned to invest in infrastructure, technology and safety.
- **Broader market access**: A wider footprint opens new markets for Georgia's producers and enhances supply chain resilience nationwide.

This merger isn't simply about combining two railroads. It's about ensuring that our transportation system keeps pace with the needs of a growing, dynamic economy. A more integrated freight rail network will help secure our state's economic future and keep America's supply chains strong in an increasingly competitive world.

For these reasons, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Kyle Wingfield

Kyle Wingfield
President and CEO
Georgia Public Policy Foundation

cc: Member Schultz
Member Hedlund

House of Representatives

VICTOR ANDERSON
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P.O BOX 1261
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STANDING COMMITTEES
GOVERNMENTAL AFFAIRS-CHAIRMAN
INTRAGOVERNMENTAL COORDINATION
APPROPRIATIONS
ENERGY, UTILITIES & TELECOMMUNICATIONS
INDUSTRY & LABOR
PUBLIC SAFETY AND HOMELAND SECURITY
SPECIAL COMMITTEE ON RESOURCES MANAGEMENT

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for the Proposed Merger of Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

As a Member of the Georgia House of Representatives and Chairman of the House Governmental Affairs Committee, I write to express my strong support for the proposed merger between **Union Pacific** and **Norfolk Southern**.

Freight rail is a cornerstone of Georgia's economy—powering our industries, supporting our farmers, and connecting our communities to national and global markets. Norfolk Southern has long been a trusted partner in Georgia's economic success, providing efficient, reliable, and cost-effective freight service to businesses large and small. Rail remains one of the most sustainable modes of transportation, reducing both highway congestion and greenhouse gas emissions.

Benefits of the Proposed Merger

The combination of Union Pacific and Norfolk Southern presents a unique opportunity to strengthen our national freight network and bring tangible benefits to Georgia's businesses and citizens:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will reduce delays and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, enabling Georgia companies to reach customers more efficiently and competitively.
- **Increased Investment:** The merged railroad will be better positioned to modernize infrastructure, adopt advanced technologies, and enhance safety systems.
- **Expanded Market Reach:** A broader geographic footprint will open new markets for Georgia-made products and improve overall supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern is deeply integrated into Georgia's manufacturing and agricultural economy. Its rail service supports leading employers such as **Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA**, transporting everything from pulpboard and cement to poultry and consumer goods.

The scale of this impact is extraordinary: rail shipments move enough fertilizer to treat **15 million farms**, supply tires for **1.4 million vehicles**, and provide pulpboard for **38 billion egg cartons**. With over **1,000 miles of Norfolk Southern track** across the state, Georgia's industries—from ports to factories—benefit from seamless access to national and global markets. Rail operations here also prevent over **930,000 metric tons of CO_2 emissions annually**, equivalent to removing nearly **4 million trucks** from our highways.

Industrial Development and Community Growth

Norfolk Southern's commitment to **industrial site development and logistics innovation** continues to bring transformational investment to Georgia communities. Notable recent projects include:

- **Aurubis (Augusta):** $800 million investment, 230 jobs
- **Irving Tissue (Macon):** $600 million investment, 100 jobs
- **Solar Cycle (Cedartown):** $344.5 million investment, 617 jobs
- **Valdosta:** Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled growth fuels both economic development and local prosperity. As one of the state leaders who helped recruit **Norfolk Southern's corporate headquarters to Georgia**, I am pleased that the merged company plans to maintain **Atlanta** as a vital hub for innovation, technology, and operations.

Conclusion

This merger represents more than a corporate transaction—it is an investment in America's transportation future. A unified Union Pacific–Norfolk Southern system will strengthen our freight network, expand opportunity for Georgia communities, and ensure the U.S. rail industry remains globally competitive.

I respectfully urge the Surface Transportation Board to give **full and favorable consideration** to this merger proposal, recognizing the broad economic and operational benefits it will deliver to Georgia's businesses, workforce, and the national economy.

Sincerely,

Victor E. Anderson
State Representative, District 10
Chairman, House Governmental Affairs Committee
Georgia House of Representatives

cc: Member Schultz
Member Hedlund

HOUSE OF REPRESENTATIVES

MARTIN MOMTAHAN
REPRESENTATIVE, DISTRICT 17
18 CAPITOL SQUARE SW
ATLANTA, GEORGIA 30334
Martin.Momtahan@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING
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404-656-0178
404-651-8086 (FAX)

STANDING COMMITTEES
APPROPRIATIONS
JUDICIARY
ENERGY, UTILITIES & TELECOMMUNICATIONS
INTERSTATE COOPERATION
MOTOR VEHICLES
MARTOC

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

As the State Representative for Georgia's 17th House District, I want to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a backbone of Georgia's economy. It keeps our industries running, supports our farmers, and connects our communities to markets across the country and around the world. For decades, Norfolk Southern has been a trusted partner to Georgia businesses—moving goods safely, efficiently, and at a cost that keeps us competitive. Rail service doesn't just drive economic growth; it helps reduce highway congestion and lowers emissions, which makes it one of the most sustainable forms of transportation we have.
This merger represents a chance to make that network even stronger creating a more efficient, modern, and resilient freight system that benefits Georgia and the nation as a whole. Key advantages include:

- More Reliable Service: Streamlined operations and better routing will help minimize service disruptions and make schedules more dependable.
- Faster Transit Times: Eliminating bottlenecks and unnecessary interchanges will allow freight to move faster, giving Georgia businesses a stronger competitive edge.
- New Investment: A unified transcontinental rail system will be better positioned to invest in infrastructure, technology, and safety improvements.
- Expanded Market Reach: A larger footprint means new opportunities for Georgia-made products and stronger supply chain resilience for our state.

Georgia's Reliance on Rail
Norfolk Southern's presence in Georgia runs deep—it's tied directly to the success of our largest employers and to thousands of jobs statewide. From Coca-Cola and Home Depot to Georgia-

HOUSE OF REPRESENTATIVES

MARTIN MOMTAHAN
REPRESENTATIVE, DISTRICT 17
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STANDING COMMITTEES
APPROPRIATIONS
JUDICIARY
ENERGY, UTILITIES & TELECOMMUNICATIONS
INTERSTATE COOPERATION
MOTOR VEHICLES
MARTOC

Pacific, Fieldale Farms, and Argos USA, freight rail moves the raw materials and finished goods that power our economy.
Every year, Norfolk Southern helps move enough fertilizer to treat 15 million farms, enough tires for 1.4 million vehicles, and pulpboard for billions of consumer products. Its 1,000 miles of track connect our ports in Savannah and Brunswick to major domestic markets, giving Georgia companies a gateway to the world. Rail operations also keep nearly 4 million trucks off the road each year—preventing over 930,000 metric tons of CO_2 from entering our atmosphere.

Industrial Development and Community Growth
Norfolk Southern's work with Georgia communities has helped attract major new investments, including:

- **Aurubis (Augusta): $800 million investment, 230 jobs**
- **Irving Tissue (Macon): $600 million investment, 100 jobs**
- **Solar Cycle (Cedartown): $344.5 million investment, 617 jobs**
- **Valdosta: Two new manufacturing projects totaling $200 million and 175 jobs**

These are transformative investments that create long-term opportunity for Georgia families—and they're possible because of strong rail partnerships.

Having personally been involved in efforts to help recruit Norfolk Southern's headquarters operation to Georgia, I'm encouraged that the company intends to continue making Atlanta a major hub for innovation and rail operations.

This merger isn't just about railroads—it's about strengthening the foundation of American commerce, supporting job creation, and ensuring our infrastructure keeps pace with the demands of the future. I respectfully urge the Surface Transportation Board to approve this merger and recognize the clear benefits it will bring to Georgia's workers, businesses, and economy.
Sincerely,

Martin Momtahan
State Representative, House District 17
Georgia House of Representatives

cc: Member Schultz
Member Hedlund

House of Representatives

Yasmin Neal

REPRESENTATIVE, DISTRICT 79

E-MAIL: yasmin.neal@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING, ROOM 511F
ATLANTA, GEORGIA 30334
(404) 656-6372 (O)

STANDING COMMITTEES:

ECONOMIC DEVELOPMENT & TOURISM
JUDICIARY (NON-CIVIL)
PUBLIC SAFETY & HOMELAND SECURITY
WAYS & MEANS

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As a Member of the Georgia House of Representatives, I, Yasmin Neal, am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.

House of Representatives

Yasmin Neal

REPRESENTATIVE, DISTRICT 79

E-MAIL: yasmin.neal@house.ga.gov

COVERDELL LEGISLATIVE OFFICE BUILDING, ROOM 511F
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STANDING COMMITTEES:

ECONOMIC DEVELOPMENT & TOURISM
JUDICIARY (NON-CIVIL)
PUBLIC SAFETY & HOMELAND SECURITY
WAYS & MEANS

- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Cordially,



State Rep. Yasmin Neal
Ga House of Representatives
Clayton County
District 79

cc: Member Schultz
Member Hedlund

House of Representatives

BILLY MITCHELL
REPRESENTATIVE DISTRICT 88
POST OFFICE BOX 88
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EMAIL: billy.mitchell@house.ga.gov

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FAX (404) 651-8086

STANDING COMMITTEES:

APPROPRIATIONS TRANSPORTATION
BANKS AND BANKING
ETHICS
HEALTH AND HUMAN SERVICES
REGULATED INDUSTRIES
CHAIRMAN, HOUSE DEMOCRATIC CAUCUS

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the House of Representatives of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.

- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,

Billy Mitchell
State Representative

House of Representatives

TREY RHODES
REPRESENTATIVE, DISTRICT 124
1051 BEN HAMMOND DRIVE
GREENSBORO, GEORGIA 30642
E-MAIL: trey.rhodes@house.ga.gov

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404.656.5099

STANDING COMMITTEES:
GAME, FISH & PARKS - CHAIRMAN
BANKS & BANKING
ECONOMIC DEVELOPMENT & TOURISM
SPECIAL RULES
STATE PLANNING & COMMUNITY AFFAIRS
WAYS & MEANS - SECRETARY

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As House of Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Sincerely,

Chairman Trey Rhodes
State House Representative District 124

House of Representatives

BRIAN PRINCE

REPRESENTATIVE, DISTRICT 132
P.O. BOX 14264
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STANDING COMMITTEES:

URBAN AFFAIRS – CHAIRMAN
APPROPRIATIONS
DEFENSE AND VETERANS AFFAIRS
MOTOR VEHICLES
REAPPROPRIATIONS & REDISTRICTING
TECHNOLOGY & INFRASTRUCTURE INNOVATION
TRANSPORTATION
WAYS & MEANS

October 31, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E. Street S.W.
Washington, DC 20423

Dear Chairman Fuchs,

As a member of the Georgia House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Yours in service,



Brian Prince
House District 132
Georgia House of Representatives

cc: Member Schultz
Member Hedlund

TEDDY REESE
REPRESENTATIVE, DISTRICT 140
18 CAPITAL SQUARE, SW
ATLANTA, GA 30334
Tremaine.Reese@house.ga.gov



HOUSE OF REPRESENTATIVES
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404-656-8086 (fax)

STANDING COMMITTEES
Economic Development & Tourism
Agriculture & Consumer Affairs
Public & Community Health
Special Committee on Resource Management

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a House Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.

- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Additionally, Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Very Truly Yours,



Georgia State House Representative
District 140

HOUSE OF REPRESENTATIVES

LARRY (BUTCH) PARRISH

REPRESENTATIVE, DISTRICT 158
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STANDING COMMITTEES
RULES, CHAIRMAN
SPECIAL COMMITTEE ON HEALTHCARE, CHAIRMAN
APPROPRIATIONS
BANKS & BANKING
ECONOMIC DEVELOPMENT & TOURISM
HEALTH
HUMAN RELATIONS & AGING
PUBLIC HEALTH
TECHNOLOGY & INFRASTRUCTURE INNOVATION

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
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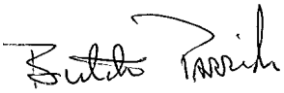
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Butch Parrish
State Representative, HD #158

cc: Member Schultz
Member Hedlund

ALAN POWELL

REPRESENTATIVE, DISTRICT 33
3059 RIDGE RD
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alanpowell23@hotmail.com

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404-651-8086 (Fax)

STANDING COMMITTEES
REGULATED INDUSTRIES - CHAIRMAN
APPROPRIATIONS-PUBLIC SAFETY
GOVERNMENTAL AFFAIRS
MOTOR VEHICLES
PUBLIC SAFETY & HOMELAND SECURITY
RULES
TRANSPORTATION

November 3, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Chairman Fuchs:

As House District 33 Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail
Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.

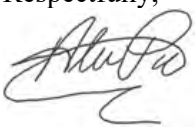
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth
Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing. As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations. This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Respectfully,



Alan Powell, Chairman
House Regulated Industries

cc: Member Schultz
Member Hedlund

House of Representatives

KIM SCHOFIELD
REPRESENTATIVE
DISTRICT 63
P.O. BOX 161566
ATLANTA, GEORGIA 30321
kim.schofield@house.ga.gov

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(404) 656-0298

STANDING COMMITTEES:

CREATIVE ARTS & ENTERTAINMENT
SMALL BUSINESS DEVELOPMENT
HEALTH
LABOR & INDUSTRIES
URBAN AFFAIRS

October 31, 2025

Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As House Representative of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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House of Representatives

KIM SCHOFIELD
REPRESENTATIVE
DISTRICT 63
P.O. BOX 161566
ATLANTA, GEORGIA 30321
kim.schofield@house.ga.gov

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(404) 656-0298

STANDING COMMITTEES:

CREATIVE ARTS & ENTERTAINMENT
SMALL BUSINESS DEVELOPMENT
HEALTH
LABOR & INDUSTRIES
URBAN AFFAIRS

- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Please direct all correspondence or follow-up questions regarding this request to my Capitol Office at (404) 656-0314 or by email at kim.schofield@house.ga.gov.

Sincerely,

Rep. Kim Schofield
Georgia General Assembly

cc: Member Schultz
Member Hedlund

MATT REEVES
REPRESENTATIVE, DISTRICT 99
ONE SUGARLOAF CENTRE
1960 SATELLITE BLVD, STE. 4000
DULUTH, GEORGIA 30097
Matt.Reeves@house.ga.gov

HOUSE OF REPRESENTATIVES
COVERDELL LEGISLATIVE OFFICE BUILDING
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STANDING COMMITTEES
Judiciary-Vice Chairman
Appropriations
Insurance
Reapportionment and Redistricting-Secretary

October 24, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Georgia State Representative for Duluth, Suwanee and Sugar Hill in Gwinnett County which has a prominent railroad footprint, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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MATT REEVES
REPRESENTATIVE, DISTRICT 99
ONE SUGARLOAF CENTRE
1960 SATELLITE BLVD, STE. 4000
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HOUSE OF REPRESENTATIVES
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STANDING COMMITTEES
Judiciary-Vice Chairman
Appropriations
Insurance
Reapportionment and Redistricting-Secretary

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

In terms of Industrial Development and Community Growth, Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad. Recent NS-served projects include:

- Aurubis (Augusta): $800 million investment, 230 jobs
- Irving Tissue (Macon): $600 million investment, 100 jobs
- Solar Cycle (Cedartown): $344.5 million investment, 617 jobs
- Valdosta: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who supported the recruitment of Norfolk Southern's headquarters operation to the State of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

MATT REEVES
REPRESENTATIVE, DISTRICT 99
ONE SUGARLOAF CENTRE
1960 SATELLITE BLVD, STE. 4000
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STANDING COMMITTEES
Judiciary-Vice Chairman
Appropriations
Insurance
Reapportionment and Redistricting-Secretary

This merger is about more than just railroads—it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Very truly yours,

/S/ MATT REEVES

REP. MATT REEVES

cc: Member Schultz
Member Hedlund

4929-5814-9493, v. 1

Deputy Whip

421 State Capitol
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(404) 463-8055

john@senatoralbers.com
www.senatoralbers.com

Committees

Public Safety, Chairman
Finance, Vice Chairman
Appropriations, Member
Regulated Industries & Utilities, Member
Government Oversight, Member
Rules, Member
Urban Affairs

Senator John Albers

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the 56th district of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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Industrial Development and Community Growth

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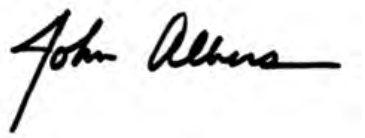

SENATOR BEN WATSON, MD
District 1
325-A Coverdell Legislative Office Building
18 Capitol Square, S.W.
Atlanta, Georgia 30334
Tel: (404) 656-7880
Ben.Watson@senate.ga.gov

The State Senate

Atlanta, Georgia 30334

COMMITTEES:
Health and Human Services, Chairman
Appropriations Health and Human Development Subcommittee, Chairman
Rules, Vice-Chairman
Appropriations
Economic Development, Appropriations Subcommittee
Economic Development and Tourism, Ex-Officio
Administrative Affairs
Judiciary

October 22nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
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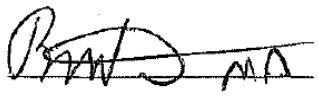
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.

- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Sincerely,



Chairman Ben Watson
State Senate District 1

cc: Member Schultz
Member Hedlun

Senator Derek Mallow
Chief Deputy Whip
Senate Democratic Caucus

District 2

206 Washington St., SW
Suite 121-H State Capitol
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Derek.Mallow@senate.ga.gov

COMMITTEES:
Ethics - Secretary
Children and Families
Economic Development and Tourism
State and Local Governmental Operations
Transportation

•

Chatham Delegation
Coastal Delegation

The State Senate

September 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Georgia State Senator representing District 2, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail use helps to reduce highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the frequency for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, this merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Derek Mallow
State Senator, District 2

SENATOR MAX BURNS
District 23

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Sylvania, GA 30467
Cell (912) 425-9137

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The State Senate
Atlanta, GA 30334

COMMITTEE ASSIGNMENTS:

Higher Education, Chairman
Economic Development and Tourism
Agriculture and Consumer Affairs
Appropriations, Ex-Officio
Children and Families
Ethics, Ex-Officio
Transportation, Ex-Officio

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

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Georgia's Reliance on Rail

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Industrial Development and Community Growth

Norfolk Southern's REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:
    - **Aurubis (Augusta)**: $800 million investment, 230 jobs
    - **Irving Tissue (Macon)**: $600 million investment, 100 jobs
    - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs
    - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Senator Max Burns
23rd District of Georgia

cc: Member Schultz
Member Hedlund

SENATOR RICK WILLIAMS
District 25

1670 N. Jefferson St.
Milledgeville, Georgia 31061

327-B Coverdell Legislative Office Building
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Atlanta, Georgia 30334
Tel: 404-656-0082
Email: Rick.Williams@senate.ga.gov

The State Senate
Atlanta, GA 30334

COMMITTEES:

Retirement, Chairman
Ethics, Vice-Chairman
Higher Education
Public Safety, Secretary
State and Local Governmental Operations
Rules

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Dear Chairman Fuchs:

As Senator of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
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Industrial Development and Community Growth
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These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing. As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Sincerely,



Senator Rick Williams
25th District of Georgia

cc: Member Schultz
Member Hedlund

Majority Caucus Chief Deputy Whip
District 27
421 State Capitol
206 Washington Street. S.W.
Atlanta, Georgia 30334
Tel - (404) 656-0040
Email - Greg.Dolezal@senate.ga.gov

Committees
Transportation - Chairman
Appropriations - Vice Chairman
Education and Youth - Ex-Officio
Reapportionment and Redistricting - Ex-Officio
Regulated Industries and Utilities
Rules
Assignments
Finance - Ex-Officio

Senator Greg Dolezal

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a Georgia State Senator, I'm writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is vital to Georgia's economy with moving goods for our industries, supporting farmers, and connecting us to national and global markets. Norfolk Southern has long been a reliable and efficient transportation partner. This merger strengthens our freight rail system, which is not only essential for growth but also a sustainable transport solution.

Key benefits include:

- **Improved Service Reliability** through more direct routes and greater flexibility
- **Reduced Transit Times** by eliminating certain interchanges
- **Increased Investment** in infrastructure, technology, and safety
- **Expanded Reach** to new markets, boosting Georgia's supply chain resilience

Georgia's Reliance on Rail

Norfolk Southern is deeply integrated with Georgia's manufacturers like Coca-Cola, Home Depot, Georgia-Pacific, and more. It supports massive rail shipments—from fertilizer for 15 million farms to pulpboard for 38 billion egg cartons. Its network links Atlanta to the Southeast and connects ports in Savannah and Brunswick to the world, supporting businesses statewide and avoiding over 930,000 metric tons of CO_2 emissions annually.

Industrial Development and Community Growth

NS's logistics capabilities attract transformative investments to Georgia. Recent rail-served projects include:

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- Solar Cycle (Cedartown): $344.5M, 617 jobs
- Valdosta: $200M in new manufacturing, 175 jobs

These demonstrate how rail supports both economic growth and community resilience. The merger will further strengthen Georgia's role in the future of U.S. manufacturing.

Having helped bring Norfolk Southern's headquarters to Georgia, I welcome the commitment to keeping Atlanta a hub of innovation, technology, and operations.

This merger is about securing our transportation future, supporting development, and keeping American freight rail competitive. I urge the Surface Transportation Board to give full and favorable consideration to this proposal. Thank you for your time and consideration on this important matter.

Sincerely,



Greg Dolezal, Senator of the 27th District

cc: Member Schultz
Member Hedlund

SENATOR TIMOTHY BEARDEN
District 30

304 Coverdell Legislative Office Building
18 Capitol Sq. SW
Atlanta, Georgia 30334

Phone: (404) 656-7586

E-mail: Tim.Bearden@senate.ga.gov

COMMITTEES:

Banking and Financial Institutions
Education and Youth
Government Oversight
Public Safety
Veterans, Military, and Homeland Security
Economic Development and Tourism

The State Senate
Atlanta, Georgia 30334

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

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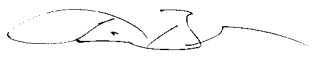

Senator Timothy Bearden

District 30

Billy Hickman
District 4

304-A Coverdell Legislative Office Building
18 Capitol Square, SW
Atlanta, Georgia 30334

Phone: (404) 463-1371

E-mail: Billy.Hickman@senate.ga.gov

The State Senate

Atlanta, Georgia 30334

Senator from the 4th

COMMITTEES:

Education and Youth – Chairman
Higher Education – Vice Chairman
Subcommittee Appropriations for Education and Youth and Higher Education – Chairman
Appropriations
Finance – Secretary
Veterans, Military and Homeland Security – Ex-Officio

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

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Sincerely,

Billy Hickman

William R. Hickman, Jr. (Billy)
State Senator
District 4

cc Member Schultz
Member Hedlund

BRIAN STRICKLAND
District 42

324-B Coverdell Legislative Office Building
18 Capitol Square, SW
Atlanta, Georgia 30334
Phone: (404) 463-6598

E-mail: Brian.Strickland@senate.ga.gov

COMMITTEES:

Judiciary, Chairman
Higher Education, Vice Chairman
Ethics
Appropriations
Banking and Financial Institutions

The State Senate
Atlanta, Georgia 30334

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
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Sincerely,

Senator Brian Strickland, 42nd

cc: Member Schultz
Member Hedlund

SENATOR FRANK GINN
District 47
121-1 State Capitol
Atlanta, Georgia 30334
Phone: (404) 656-4700
E-mail: frank.ginn@senate.ga.gov



COMMITTEES:
Economic Development and Tourism, *Vice Chairman*
MARTOC, *Vice Chairman*
Appropriations
Rules
Transportation
Natural Resources and the Environment, *Ex-Officio*
Regulated Industries and Utilities, *Ex-Officio*
State and Local Government Operations, *Ex-Officio*

The State Senate
Atlanta, Georgia 30334

October 24, 2025

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Chairman
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Sincerely,

Frank Ginn

Frank Ginn

cc: Member Shultz
Member Hedlund

The State Senate

Sen. Drew Echols
District 49
P.O. Box 1600
Gainesville, GA 30503
drew.echols@senate.ga.gov
770-540-1802

109 State Capitol
Atlanta, GA 30334
(404) 656-7454

COMMITTEES
Retirement - Secretary
Agriculture and Consumer Affairs – Ex-Officio
Economic Development and Tourism
Natural Resources and the Environment
Science and Technology

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the 49th District of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

The State Senate

Sen. Drew Echols
District 49
P.O. Box 1600
Gainesville, GA 30503
drew.echols@senate.ga.gov
770-540-1802

109 State Capitol
Atlanta, GA 30334
(404) 656-7454

COMMITTEES
Retirement - Secretary
Agriculture and Consumer Affairs – Ex-Officio
Economic Development and Tourism
Natural Resources and the Environment
Science and Technology

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.
- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.
- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.
- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.
- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the Ameican economy.

Sincerely,

Senator Drew Echols, 49th District

cc: Member Schultz
Member Hedlund

Sen. Bo Hatchett
District 50
109 State Capitol
206 Washington St.
Atlanta, GA 30334
404-656-7454
bo.hatchett@senate.ga.gov

COMMITTEES:
Agriculture and Consumer Affairs
Children and Families-Vice Chairman
Education and Youth Ex-Officio
Ethics
Health and Human Services
Judiciary
Reapportionment and Redistricting-Vice Chairman

The State Senate
GOVERNOR'S FLOOR LEADER

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the 50th District of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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Georgia's Reliance on Rail

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This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Senator Bo Hatchett
District 50

cc: Member Schultz
Member Hedlund

STEVE GOOCH
District 51
236 State Capitol
Atlanta, GA 30334
Office: (404) 656-9221
E-mail: steve.gooch@senate.ga.gov

COMMITTEES:

Transportation, Appropriations, Finance,
Regulated Industries and Utilities
Ex-Officio: Rules, Insurance, Natural Resources,
Education/Youth, Ethics, Judiciary, and Veterans, Military
and Homeland Security

The State Senate

Atlanta, Georgia 30334

Senator Steve Gooch

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the 51st district of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for Georgia-made products and strengthen supply chain resilience.

Georgia's Reliance on Rail

Norfolk Southern' s deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

- NS serves iconic Georgia manufacturers including Coca-Cola, Home Depot, Georgia-Pacific, Smurfit/WestRock, Fieldale Farms, Wayne-Sanderson Farms, and Argos USA, moving everything from pulpboard and cement to poultry and consumer goods.

- Rail shipments support everyday life in Georgia at extraordinary scale—enough fertilizer to treat 15 million farms, tires for 1.4 million vehicles, and pulpboard for 38 billion egg cartons.

- NS's rail network connects Atlanta to key Southeastern markets and links Savannah and Brunswick ports to global trade routes, giving Georgia businesses a competitive edge.

- Over 1,000 miles of NS track in Georgia ensure statewide access for both multinational corporations and local businesses.

- Rail operations in Georgia help avoid over 930,000 metric tons of CO_2 annually—equivalent to removing nearly 4 million trucks from highways.

Industrial Development and Community Growth

Norfolk Southern' s REDI-certified industrial sites and strategic logistics solutions are also helping Georgia communities attract transformational investments that need the global scale of a transcontinental railroad.

- Recent NS-served projects include:

  - **Aurubis (Augusta)**: $800 million investment, 230 jobs

  - **Irving Tissue (Macon)**: $600 million investment, 100 jobs

  - **Solar Cycle (Cedartown)**: $344.5 million investment, 617 jobs

  - **Valdosta**: Two new manufacturing facilities totaling $200 million and 175 jobs

These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern' s headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,
Steve Gooch

Senator Steve Gooch
51st District

CHUCK HUFSTETLER
District 52
121-C State Capitol
Atlanta, Georgia 30334
Phone: (404) 656-0034
Fax: (404) 656-6579

E-mail: chuck.hufstetler@senate.ga.gov

COMMITTEES:
Finance, Chairman
Health and Human Services
Higher Education
Rules
Appropriations, Ex-Officio

The State Senate

Atlanta, Georgia 30334

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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Georgia's Reliance on Rail

Norfolk Southern's deep integration into Georgia's manufacturing ecosystem ensures that this merger will amplify—not diminish—economic opportunity across our state:

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Industrial Development and Community Growth

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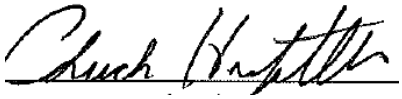
These projects demonstrate how rail-enabled development drives both economic growth and community resilience. The merger will further empower Georgia to compete in the next era of U.S. manufacturing.

As someone who helped recruit Norfolk Southern's headquarter operation to the state of Georgia, I'm also pleased to see the companies commit to maintaining Atlanta as a critical hub for innovation, technology, and operations.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely



Senator Chuck Hufstetler
Finance Chair
Georgia State Senate

SENATOR JASON ANAVITARTE
District 31
Tel: (770) 652-1287

421-F State Capitol
206 Washington St. S.W.
Atlanta, Georgia 30334
Tel: (404) 656-0085
Email: Jason.Anavitarte@senate.ga.gov

The State Senate

Atlanta, Georgia 30334

MAJORITY LEADER

COMMITTEES:
Natural Resources and the Environment, Vice-Chairman
Administrative Affairs
Assignments
Appropriations
Finance
Reapportionment and Redistricting
Rules, Ex-Officio
Transportation
Veterans, Military, and Homeland Security, Ex-Officio

October 22nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senate Majority Leader of the State of Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Georgia's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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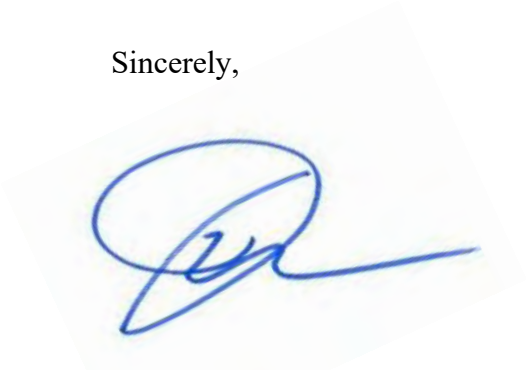
This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Georgia-based employees, companies, and the American economy.

Sincerely,



Senator Jason Anavitarte
Majority Leader
Senate District 31

cc: Member Schultz
Member Hedlund



GOLDEN SPIKE TOWER

A panoramic view of the world's largest rail yard.

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the Golden Spike Tower & Visitor Center in North Platte, Nebraska—overlooking Union Pacific's Bailey Yard—I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

The Golden Spike Tower is a private, 501(c)(3) nonprofit organization operating independently of the City of North Platte and Union Pacific. We sustain our mission through admissions, memberships, donations, and earned revenue. We are also supported by a USDA loan and hotel occupancy tax, with payoff scheduled for February 2029. This independent structure keeps us accountable to our community and visitors while aligning our programming with education, safety, and regional economic vitality.

As a nonprofit education and tourism organization welcoming thousands of guests annually, our mission is to inspire curiosity about railroading, share the "Canteen Spirit" of our community, and promote rail safety for all ages. Our vision is a thriving, future-ready rail community where visitors, families, and the next generation of the workforce understand how freight rail powers America. We believe the UP–NS combination can advance that vision and deliver meaningful public benefits:

• Growing our educational reach and visitor base.
A more seamless, reliable transcontinental network will sustain interest in railroading and increase travel to North Platte and other rail communities. Increased visibility and confidence in rail operations translate into more school field trips, family tourism, and STEM engagement at our site.

• Expanding rail safety education.
By reducing interchange complexity and improving network fluidity, the merged railroad can dedicate resources to community outreach and collaborative initiatives (e.g., Operation Lifesaver partnerships, public demonstrations, and

1249 North Homestead Road
North Platte, NE 69101
p 308.532.9920 | f 308.532.9918
GoldenSpikeTower.com

curriculum support). That helps us bring more hands-on safety programming to students, drivers, and pedestrians across the region.

• Strengthening local and regional economies.
Tourism tied to rail heritage and modern operations is a vital economic engine. More dependable service, shorter transit times, and coordinated investment across the combined system can support stable freight flows through key hubs like Bailey Yard—supporting jobs, small businesses, lodging, and hospitality in our rural community.

• Enabling long-term investment and innovation.
A unified capital plan can accelerate projects in infrastructure, technology, sustainability, and training. Those improvements enhance safety and service quality while giving community partners like ours new opportunities to showcase innovation in rail—from greener locomotives to smarter yards—to the public we educate.

We recognize the importance of rigorous regulatory review. From our vantage point as an educational institution and community anchor, we encourage the Board to consider how a well-executed combination—paired with clear service commitments and community engagement—can advance public interests: safer communities, a stronger supply chain, and durable economic benefits for rail towns like North Platte.

Thank you for considering our perspective. We look forward to continued partnership with the freight rail industry as we teach visitors from around the world about safety, innovation, and the essential role of railroading in America's past and future.

Sincerely,

Kirsten Parker
Executive Director
Golden Spike Tower & Visitor Center
1249 N Homestead Rd, North Platte, NE 69101
308-330-0110 • kparker@GoldenSpikeTower.com • GoldenSpikeTower.com

cc: Member Schultz
Member Hedlund

November 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Goods Movement Alliance, a coalition of California industry leaders in the goods movement economy, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's supply chain ecosystem – boosting the economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner in California, providing efficient, reliable, and cost-effective service to businesses large and small. Our coalition partners rely on this efficient and affordable transportation system to ensure that goods are delivered to consumers on time. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods across California and the country, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for California products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Matthew Hargrove

cc: Member Schultz
Member Hedlund

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a business owner and community leader in Cobb County, Georgia, I am well aware that reliable rail service is essential for our local economy, businesses and residents. I have lived in Georgia my entire life, and I believe the proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

As an engaged business community leader in Cobb County, and a Georgia native, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Nancy Couch

Nancy Couch
President, Graphic Vision, Incorporated
Member, Cobb County Chamber of Commerce
Graduate, Leadership Cobb 2020 Alumni

cc: Member Schultz
Member Hedlund

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9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Kansas City Region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Great Jobs KC, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
James Swift

Signed by:
0B96FE9D81C54D3...

cc: Member Schultz
Member Hedlund

GREATER BATON ROUGE ECONOMIC PARTNERSHIP
David E. Roberts Center for Economic Development
564 Laurel St. | Baton Rouge, LA | 70801
P: 225.381.7125 | www.greaterbatonrouge.org

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Greater Baton Rouge area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Greater Baton Rouge Economic Partnership, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

In partnership,

Lori Melancon
President & CEO
Greater Baton Rouge Economic Partnership

cc: Member Schultz
Member Hedlund

GREATER CHEYENNE CHAMBER OF COMMERCE
PROTECTING BUSINESS SINCE 1907

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Greater Cheyenne Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Dale Steenbergen

cc: Member Schultz
Member Hedlund

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the President/CEO of the Greater Coachella Valley Chamber of Commerce, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Brandon Marley, President/CEO
Greater Coachella Valley Chamber of Commerce

GREATER FORT DODGE GROWTH ALLIANCE

September 24, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger – Docket Number: FD 36873

Dear Chairman Fuchs,

As CEO of the Greater Fort Dodge Growth Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is more than a mode of transportation for us – it is a lifeline for the businesses, manufacturers, and agricultural producers who drive the economy of Webster County and the Fort Dodge, Iowa region. Every day, Union Pacific helps our employees move the goods that power their operations, reach new markets, and create jobs that keep our community thriving. The rail network is also one of the most sustainable, efficient, and cost-effective ways to move freight, reducing highway congestion, lowering emissions, and supporting safer roads for our residents.

The proposed merger offers a once-in-a-generation opportunity to strengthen this network and expand its impact. We believe it will deliver measurable benefits, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will keep freight moving efficiently, preventing costly disruptions for employers who depend on timely deliveries.
- **Reduced Transit Times:** By eliminating certain interchanges, our manufacturers and ag producers can get products to customers faster, staying competitive in a global marketplace.
- **Increased Investment:** A combined, transcontinental network will be better positioned to invest in modern infrastructure, advanced technology, and safety systems that benefit every community along the line.
- **Expanded Market Reach:** The broader geographic footprint will open new markets for Iowa-made goods, strengthen supply chain resilience, and attract new capital investment to our state.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant benefits it will bring to Fort Dodge, Webster County, the State of Iowa, and the national economy.

Sincerely,

Astra Ferris, CEO

Greater Fort Dodge Growth Alliance | 24 N 9th Street, Suite A | Fort Dodge, IA 50501
Phone: 515-955-5500 | Fax: 515-955-3245 | greaterfortdodge.com

GREATER FREMONT DEVELOPMENT COUNCIL

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Greater Fremont Development Council (GFDC) and the Fremont, Nebraska region, I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Reliable and efficient rail service is a cornerstone of our community's economic vitality, supporting local employers, agricultural producers, and manufacturers who depend on dependable transportation networks to reach markets nationwide, and globally.

This merger represents an opportunity to enhance those critical connections by improving service reliability, reducing congestion, and expanding market access for businesses throughout our region. The continued investment in rail infrastructure will not only strengthen supply chains but also create jobs, improve safety, and reinforce the long-term competitiveness of communities like Fremont.

The Greater Fremont Development Council believes that this merger will bring meaningful economic benefits and position our community—and the Midwest more broadly—for sustained growth. We respectfully urge the Surface Transportation Board to approve this merger so Fremont and other communities can realize the efficiencies, investments, and opportunities it promises.

Sincerely,

Megan Skiles

Megan Skiles
President & CEO
Greater Fremont Development Council

cc: Member Schultz
Member Hedlund

GREATER High Desert CHAMBER OF COMMERCE

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President/CEO of the Greater High Desert Chambers of Commerce, I represent Adelanto, Apple Valley, Hesperia, and Victorville in San Bernardino County of Southern California. I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from Southern California and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mark Creffield

cc: Member Schultz
Member Hedlund

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As acting Chief Executive Officer of the Greater Livingston County Economic Development Council, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. We have a very unique position as we are seeking large scale development of MegaSite USA located in Dwight, IL whereby our site contains the intersection of the Norfolk Southern and Union Pacific railroads.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses and specifically our large-scale development efforts at the MegaSite Usa property. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the GLCEDC, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jon Kilgore
Chief Executive Officer

cc: Member Schultz
Member Hedlund

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Greater Mankato Growth represents more than 900 member businesses throughout southern Minnesota. Our members understand that reliable rail service is essential for our local economy, businesses and residents. Greater Mankato is in the heart of "The Green Seam" – where agriculture and industry unite to drive innovation and commerce, while helping feed and fuel the world. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to listen to industry leaders who seek to strengthen these connections and deliver long-term benefits.

The proposed merger is likely to result in faster, more dependable service, reduced congestion and expanded market reach for our businesses and farmers. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Greater Mankato Growth, the chamber of commerce and economic development organization for our region, I respectfully urge the Surface Transportation Board to consider the positive impact this merger may have so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Respectfully,

Andy Wilke
Executive Vice President

cc: Member Schultz
Member Hedlund

GREATER MARSHALL CHAMBER OF COMMERCE
SERVING ALL OF HARRISON COUNTY

PO Box 520, Marshall, TX 75671 info@marshalltexas.com Phone (903) 935-7868 Fax (903) 935-9982

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Greater Marshall Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

Locally, our support of rail goes back to the early days where Marshall, Texas became a railroad hub creating thousands of jobs and infusing our economy. Union Pacific's ongoing infrastructure projects, including track upgrades near our thoroughfare, continue to support and improve already vital transportation routes.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Stacia Runnels, Marshall, Texas

cc: Member Schultz
Member Hedlund

GREATER NEW ORLEANS INC
REGIONAL ECONOMIC DEVELOPMENT

10 PARISHES
Jefferson
Orleans
Plaquemines
St. Bernard
St. Charles
St. James
St. John the Baptist
St. Tammany
Tangipahoa
Washington

October 9, 2025

Surface Transportation Board Members
395 E Street, SW,
Washington, DC 20423-0001

To the Members of the Surface Transportation Board:

On behalf of Greater New Orleans, Inc. (GNO, Inc.), I write in support of the proposed merger of Union Pacific and Norfolk Southern. America is entering a new industrial era defined by reshoring, strengthened supply chains, and renewed investment in domestic manufacturing. Realizing this vision requires infrastructure capable of meeting modern demands.

By uniting two of the nation's largest rail networks into a single transcontinental system, this merger will enable faster, more reliable, and more cost-effective movement of goods — strengthening the foundation of American economic growth.

The transaction will eliminate bottlenecks, streamline carrier handoffs, and accelerate freight movement. A unified coast-to-coast system will lower transportation costs, reduce consumer prices, and enhance supply chain resilience. It will decrease reliance on foreign competitors and deliver lasting benefits to American families and the broader economy.

Just as the first transcontinental railroad united the nation in the 19th century, this merger offers a 21st-century opportunity to connect America's farms, factories, energy producers, and retailers with the speed and efficiency modern commerce demands.

Global competition makes this imperative. China is investing heavily in logistics dominance, and Canada already operates transcontinental lines. Approving this merger will ensure American goods move on American rails, by American workers — strengthening our economy and protecting national interests.

Foreign opposition underscores what is at stake. A stronger U.S. rail network means less freight routed through foreign-controlled systems and greater control over our economic future.

The UP–NS merger is more than a business decision; it is a strategic investment in America's competitiveness. It will create quality jobs, bolster manufacturing, and position the United States to lead in a rapidly changing global economy. GNO, Inc. strongly supports this proposal and urges the Surface Transportation Board to approve the merger.

Sincerely,



Michael Hecht
President and CEO

ONTARIO
CHAMBER of COMMERCE
2151 E. Convention Center Way, Suite 125, Ontario, CA 91764
909-984-2458 | www.ontario.org

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Inland Empire reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Greater Ontario Business Council, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Peggi Hazlett
CEO-Greater Ontario Business Council

cc: Member Schultz
Member Hedlund

GREATER OTTUMWA
[PARTNERS IN PROGRESS]

Oct. 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific-Norfolk Southern Merger

Dear Chairman Fuchs,

As Executive Director of the Greater Ottumwa Partners in Progress, I represent a community that has long understood the critical role rail plays in driving local and regional economic growth. Our businesses—across manufacturing, food processing, logistics, and beyond—rely on reliable, efficient rail access to compete, expand, and succeed in today's economy.

The proposed merger between Union Pacific and Norfolk Southern presents a meaningful opportunity for Ottumwa. By streamlining rail operations, reducing handoffs, and opening direct routes to more markets, the combined network will enhance service reliability and lower transit times—factors that are critical for industries in a just-in-time supply chain environment.

Ottumwa's access to rail services plays a major part of our communities' success. One of our key assets, the Helgerson Flats industrial site, is an example of this connection. While the site is not directly connected, having potential community access to this site is critical to its future development.

Stronger rail infrastructure can be a catalyst for business retention, industrial expansion, and new investment in our community. These are not abstract economic benefits—they translate directly into job creation, increased tax base, and long-term sustainability for Ottumwa and communities like ours.

On behalf of the Greater Ottumwa Partners in Progress and the business community we serve, I respectfully urge the Surface Transportation Board to approve this merger. Enhanced rail connectivity and capacity will bring tangible advantages not just to Ottumwa, but to the broader national economy.

Marc Roe
Executive Director
Greater Ottumwa Partners in Progress, Inc.
641.682.3465 (office)
641.455.3067 (mobile)
217 E. Main St., Ottumwa 52501

cc: Member Schultz
Member Hedlund

GREATER SHREVEPORT CHAMBER

Thursday, October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Greater Shreveport Chamber, a community stakeholder in the Shreveport-Bossier region, we are writing to support the above-mentioned merger between Union Pacific and Norfolk Southern. We recognize that reliable rail service is essential for our local economy, businesses and residents. We believe that the proposed merger offers an opportunity to improve our rail infrastructure and deliver long-term benefits to our region and the nation.

This merger positions the combined company with the ability to deliver faster, more dependable service, reduce congestion and expand market reach for our businesses. It will also spur continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Greater Shreveport Chamber, we respectfully ask the Surface Transportation Board to approve this merger so we can leverage the efficiencies, investments and opportunities it will bring to better connect our community regionally, nationally and across the globe.

Sincerely,

Timothy J. Magner ED.D.
President

cc: Member Schultz
Member Hedlund

GCDC
Greene County Development Corporation

220 N. Chestnut St •PO Box 166•
Jefferson, IA 50129
PH 515-298-3365

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Greene County Development Corporation in Iowa, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect both our rural and urban communities to markets across the nation and to the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

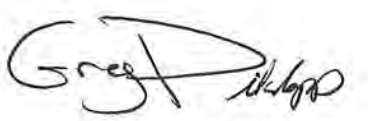
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Greg Piklapp, Executive Director – Greene County Development Corporation

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board (STB) - Chairman
395 E Street SW, Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As President & CEO of Grow Clinton, I write to express my support for the proposed merger between Union Pacific and Norfolk Southern.

A merger of two railroads will allow for greater efficiency within the supply chain, reducing costly handoffs that occur when freight transitions between separate lines. Each switch adds time, expense, and complexity. By creating a seamless transcontinental network, redundancies such as crew changes and maintenance delays can be minimized.

Lower fuel costs and reduced spoilage of time-sensitive goods will aid industries across our region. Because rail is more fuel-efficient than trucking, a streamlined coast-to-coast line will shrink highway congestion, limit unnecessary truck idling, and lessen the strain on our nation's already overstressed roadway infrastructure.

Key industries within our communities, including value-added agriculture, chemical processing, pet food manufacturing, and food additive production, rely heavily on freight rail. These businesses will benefit from faster, predictable deliveries and lower transportation costs, thereby improving competitiveness and contributing to stronger economic growth throughout the Greater Clinton (Iowa) Region.

We recognize that merging two large rail systems presents challenges, including aligning safety practices, corporate cultures, and operational standards. However, we are confident that with your evaluation and oversight, these challenges will be resolved. Ultimately, a unified Union Pacific & Norfolk Southern system will provide a stable, safe, and reliable coast-to-coast rail service that supports business partners throughout the Midwest and beyond.

On behalf of Grow Clinton and the businesses we represent, I urge the STB to approve this merger as a future-focused effort to enhance America's freight network and undeniable economic competitiveness.

Respectfully,

Andy Sokolovich
President & CEO, Grow Clinton
asokolovich@growclinton.com
M: (302) 382-0410 O: (563) 242-5702

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

I am writing today to advocate for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). As the former Administrator of the U.S. Energy Administration, I have a strong understanding of the importance of the role that rail can play in sustaining our nation's energy and industrial supply chains. A connected American rail network offers a new vision for the future of energy transportation, one that prioritizes efficiency and reliability above all.

The merger will be judged on its ability to prove that it is in the public interest and increases competition, and its profound effect on energy will satisfy both of these conditions. The UP-NS deal spans much further than a business transaction; it's a building block of a more resilient logistics network.

One of the key logistical effects of the UP-NS merger is a shift to a more efficient rail network. Current rail operations face interchange delays that lead to increased costs and missed delivery windows. UP and NS currently exchange 1 million shipments per year – each other's largest inventory partner. The consolidation of these two rail titans would alleviate bottlenecks, as less freight would need to be switched from one carrier to another.

Additionally, with fewer interchange points, bulk transportation faces fewer obstacles in coast-to-coast shipments. The energy sector would benefit from this enormously. Petrochemical shipments can travel across the country on a single rail line. Additionally, by increasing the number of available ports, products can flow quickly to market. Take, for example, the Port of Houston, which handles the majority of the Gulf Coast's exports. It's overtaxed right now. This merger will help to relieve some of this pressure east, further strengthening America's energy export capacity.

Energy is a crucial component of the future of America. As energy markets evolve, ensuring that the nation can handle the transportation of a continually increasing and diversified product is key to the resilience of America's supply chain networks. In times

of disruption, whether they are natural disasters or global supply chain shocks, a resilient and secure domestic network makes the difference.

I urge the Surface Transportation Board to approve the merger between UP and NS. It is never too late to invest in the future of American energy.

Best,
Guy Caruso
Former EIA Administrator

Board of Trustees
Robert Brough, Chairman
Brittany Andam
Amy Rees Anderson
Nathan Anderson
Kimberly Bell
Jeff Bickel
Brady Bills
Melissa Bishop
Earlene Blaser
Lee Bowen
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Quinn Dietlein
Sally Dietlein
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Nancy Flamm
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Christian Gardner
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Roger Henriksen
John Huizingh
Sterling Jenson
Karen Hale Keller
Claire Wilkins Kenny
Maile Keone
Lianna M. Kinard
Peggy Larsen
Christopher Lowe
Al Manbeian
Alex Marshall
Shelly Martin
Jennifer Miller
Natalie Montague
Sterling Nielsen
Michelle Ohumukini
David Pack
Tamara Petersen
Michael Poulter
Tim Pranger
Charity Quinn
Cary Vance
Jon VanderStek
Heidi Walker
Athelia Woolley
Mary Young
Sue Zirkle

9900 SOUTH MONROE
SANDY, UTAH 84070

HALE CENTRE THEATRE

BOX OFFICE (801) 984.9000
ONLINE HCT.ORG

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As Executive Director of Hale Centre Theatre in Sandy, Utah, I want to recognize the important role Union Pacific plays not only in supporting our local economy but also in strengthening the cultural and educational fabric of our community.

Union Pacific has been one of our most steadfast corporate partners—supporting Hale Centre Theatre, a 501(c)(3) nonprofit, for more than 15 years. Their commitment has extended well beyond financial contributions. They have consistently supported our education programs, which serve thousands of youth in high demand across Salt Lake City. This coming year alone, we anticipate welcoming 700,000 patrons through our doors, 150,000 of them young people ages 5 to 18. Union Pacific's ongoing investment has helped ensure these students have access to meaningful, life-shaping arts education.

Equally important, Union Pacific has maintained an active presence on our Board of Trustees throughout this time. Their representatives have not been members in name only—they have contributed ideas, energy, and personal service, reflecting a genuine dedication to the community they serve.
The proposed Union Pacific–Norfolk Southern merger has the potential to extend this kind of impact on a broader scale. By improving service reliability, enhancing supply chain efficiency, and expanding market access, the merger could strengthen the same kind of infrastructure—economic, cultural, and community—that we see Union Pacific investing in locally. As Union Pacific

moves freight essential to our productions, from set materials to technical equipment, we are reminded that infrastructure is not only about moving goods but also about enabling creativity, commerce, and connection.
I respectfully encourage the Surface Transportation Board to carefully consider this proposal. With thoughtful planning, it could improve dependability, support local businesses, expand cultural opportunity, and deliver long-term community benefits—just as Union Pacific has consistently done for ours.

It is with great confidence and appreciation that I recommend Union Pacific. Their track record of stewardship, community engagement, and investment in the future makes them a valued and trusted partner.

Sincerely,



Quinn Dietlein
Executive Director
Hale Centre Theatre

COUNTY COUNCIL OF HARFORD COUNTY

Patrick S. Vincenti, President
212 S. Bond Street Bel Air, Maryland 21014

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

RE: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Council President for Harford County, MD, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. Our entire community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Thank you for your time and consideration of this request.

Sincerely,

Patrick S. Vincenti
Council President, *Harford County Council*

Cc: Member Schultz, Member Hedlund

Phone: 410.638.3525 • **Email:** pvincenti@harfordcountycouncil.com • **FAX** 410.893.4972

HAWTHORNE
CHAMBER OF COMMERCE
www.hawthornechamberofcommerce.com

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President/Chief Executive Officer of the Hawthorne Chamber of Commerce, a regional business organization in Los Angeles County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets around the state and country. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses across California. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from Southern California and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Patricia Donaldson

cc: Member Schultz

Member Hedlund

13335 Hawthorne Boulevard • Hawthorne, California 90250 • Telephone (310) 676-1163 • Fax (310) 676-7661
email: info@hawthornechamberofcommerce.com

Docusign Envelope ID: 7B97227E-4FB8-4706-BCA2-34D9B962A4C7



Hegemeyer Realty & Associates

P. O. Box 932

Hempstead, TX 77445

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Hempstead, Texas, Waller County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf Hegemeyer Realty & Associates, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring—connecting our communities regionally, nationally and across the globe.

Sincerely,

DocuSigned by:
Melissa Hegemeyer
CB15CD319CA04E6...

Melissa Hegemeyer

cc: Member Schultz
Member Hedlund

Post Office Box 407, Helena, Arkansas 72342
870-338-6444
www.helenaharbor.com

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs-

As the Economic Development Director of an emerging 4000-acre industrial park on the Mississippi River served by rail, I understand the vital role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service connects our region to broader markets and provides an efficient means of transporting goods–from Helena to Memphis to the rest of the country.

The proposed Union Pacific–Norfolk Southern merger could significantly influence the network by providing more direct routes, extending geographic coverage, and promoting investments in infrastructure and technology. Our business community stands to benefit from improved service reliability, enhanced supply chain efficiency, and increased access to new markets. However, it is crucial to ensure that these developments maintain a balance between efficiency, safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, thereby serving as a vital component of sustainable transportation. Through judicious planning, the merger has the potential to enhance service reliability, support local enterprises, and generate opportunities for infrastructure development and employment expansion.

I respectfully urge the Surface Transportation Board to thoroughly evaluate this proposal, taking into account both the potential benefits for communities like ours and the importance of ensuring equitable, secure, and sustainable rail services on both a national and international scale.

Sincerely,

John C. Edwards
General Counsel & Economic Development Director
Cell Phone-501-680-5248
johnedwardsoffice@gmail.com/jedwards@helenaharbor.com

CC:

The Arkansas Congressional Delegation

THE HELPER PROJECT

OUR MISSION

To Foster REVITALIZATION and PRESERVATION,
Encourage ECONOMIC DEVELOPMENT, and
Promote CULTURAL CONNECTIONS
For the City and Citizens of Historic Helper, Utah.

10/27/2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As a community leader and the representative of a community-based non-profit in Helper, Utah, I am writing to you today on behalf of our entire community. Helper was founded on the rails, and our very existence is a testament to the railroad's importance to small Western towns. The diversity that once defined our town, which was home to people from over 20 ethnicities, and was made possible by the railroad's presence.

A successful merger will lead to a more dependable and efficient transportation system. For Helper, this means a stronger local economy, which will benefit our businesses through faster, more reliable service and reduced congestion. It also means the potential for significant, continued investment in rail infrastructure—enhancing safety, creating well-paying local jobs, and securing our community's future. We recognize that this merger primarily addresses freight service, not passenger service, which could offer broader benefits to Helper. However, we believe that the improvements to freight rail will still have a tangible positive effect on our community.

On behalf of the greater Helper, Utah region, I respectfully urge the *Surface Transportation Board* to approve this merger. We ask that you ensure the approval includes a commitment to the specific investments and opportunities that will allow us to leverage these efficiencies to connect our communities regionally, nationally, and globally.

Specifically, we urge you to work with the merging companies to commit to:

- Investing in local infrastructure and safety enhancements.
- Ensuring Helper's local businesses have access to expanded market reach.
- Creating local jobs through continued investment in the railroad network.

Thank you for your time and consideration. We look forward to your favorable decision.

Sincerely,

Ben Levenger
Chair, The Helper Project

Roy Jespersen
Co-Founder, The Helper Project

cc: Member Schultz, Member Hedlund

Hemisfair Conservancy

Board of Directors

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Anne Krause

Andi Rodriguez

Patsy Steves†

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger,
Docket Number: FD 36873

Dear Chairman Fuchs:

As a community partner in South Texas, dependable rail service is vital to the strength of our local economy, businesses, and neighborhoods. The proposed Union Pacific–Norfolk Southern merger presents a meaningful opportunity to build on these connections and generate lasting benefits. This merger would bring faster, more reliable service, help ease congestion, and expand market reach for businesses of all sizes. It also represents ongoing investment in rail infrastructure—enhancing safety, creating jobs, and ensuring our region remains competitive in a growing economy.

At Hemisfair, our mission is to transform the heart of San Antonio into one of the world's great public places: accessible, inclusive, and welcoming for all. Union Pacific's steadfast support has helped make that vision a reality, from helping us to create a safe, vibrant public space to sponsoring the *Union Pacific Railroad Splash Pad*, enjoyed by thousands of families each spring and summer. With more than 1.6 million annual visitors, Union Pacific's investment continues to be transformational as we prepare to celebrate the 10th anniversary of Yanaguana Garden, our first of three parks.

On behalf of the Hemisfair Conservancy, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring—connecting our communities regionally, nationally, and across the globe.

Appreciatively,

Susan Steves Thompson
President and Executive Director

cc: Member Schultz
Member Hedlund

424 S Alamo St. | San Antonio, TX 78205 | 210-920-1397 | hemisfair.org

HEMMCO
1115 E 965 N
OREM, UT 84097

801-380-8262
DAN@HEMMCO.COM
WWW.HEMMCO.COM

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

SUBJECT: SUPPORT FOR UNION PACIFIC AND NORFOLK SOUTHERN MERGER, DOCKET NUMBER: FD 36873

Dear Chairman Fuchs:

As a community leader in Utah County, UT, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Utah County, UT, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Best regards,

Dan Hemmert
Partner

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Docket No. FD 36873

Dear Chairman Fuchs:

As the President of the Hispanic Leadership Fund, I am writing to share my recently-published op-ed, "Rail Merger Holds Promise for the Economy," which appeared in *The Fulcrum* on October 9. I am submitting this piece for the Board's consideration in support of the Union Pacific (UP) and Norfolk Southern (NS) rail merger.

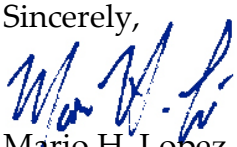
This historic merger will strengthen American supply chains and boost local markets by combining eastern and western freight networks. America's prosperity depends in part on the materials transported by long-distance freight carriers. Increasing the number of seamless connections from the Pacific to the Atlantic will provide underserved communities with efficient and consistent access to freight service, expanding market access for small businesses, generating new economic opportunities, and driving down prices for consumers.

The merger will be particularly beneficial for the Hispanic community, especially in rural areas. Hispanics and other minorities are irreplaceable members of the transportation workforce. If this merger is approved, communities across the country will be freer to efficiently contribute to markets, without being constrained by delays or inefficiencies.

I strongly urge the STB to approve the UP-NS merger because of the support it will provide to freight rail—an essential component of the American economy—along with the workers who keep freight rail efficient and operational.

Please find a copy of the op-ed attached. Thank you for the consideration and your diligence in ensuring America's rail system remains strong and competitive.

Sincerely,



Mario H. Lopez
President

CC: Member Schultz
Member Hedlund

Leveraging Our Differences
FULCRUM

Rail Merger Holds Promise for the Economy

OPINION



By Mario H. Lopez
Oct 09, 2025

Boosting domestic industry and manufacturing continues to be a key economic theme. A recently proposed merger between two major railroad companies could advance those goals—and it carries particular promise for underserved communities who are often on the front lines of America's workforce.

The merger of Union Pacific and Norfolk Southern would create the nation's first transcontinental freight rail system, a vision pursued since 1869, when the "golden spike" famously connected the east and west.

By combining Union Pacific's western network with Norfolk Southern's eastern routes, the deal would create a unified freight web linking communities across the country and strengthening America's supply chains.

A coast-to-coast network is more than a logistical achievement. It could be a needed boost for communities too often left behind. Too many communities, particularly in rural America, struggle to access reliable freight service. When products can't move efficiently, businesses stall and workers lose opportunities. A seamless national rail system would help close those gaps, ensuring that economic growth reaches more corners of the country.

Minority communities stand to benefit as well. For example, Hispanic Americans now make up nearly 20% of the U.S. population, and they, along with African Americans and other minorities, form a vital share of the industrial and transportation workforce. These workers bear the brunt of supply chain disruptions, but they also stand to benefit most when systems become faster, cheaper, and more reliable.

Notably, the merger would reduce the number of interchanges—points where rail cars are transferred between operators. Fewer handoffs mean shorter transit times, potentially cutting days off cross-country shipments. That efficiency would lower supply chain costs for shippers and, ultimately, prices for American families.

Those savings would be important for small businesses, as well as lower transportation costs, open doors to new markets, and make growth more viable. Small businesses are another key area where minority entrepreneurs contribute greatly to the economy. A recent report found that "the U.S. Latino cohort was responsible for 28.3% of total additions to national GDP between 2017 and 2022," for example.

While not as immediately visible to the average consumer as other elements, rail continues to be a critical pillar for the American economy.

Rail Freight may not always capture headlines, but it is a backbone of the U.S. economy. Each year, railroads move about 1.5 billion tons of goods—everything from agricultural products, where Latino workers are especially prominent, to chemicals, construction materials, vehicles, and energy.

The American Association of Railroads (AAR) released a report earlier this year looking at the industry's contributions to jobs, trade, investment, and other areas. A succinct and eyebrow-raising highlight from the report notes that "rail is a major driver of economic activity, generating $233.4 billion in total economic output in 2023."

In fact, railroads carry more long-distance freight than any other mode of transportation in the U.S.—about 40% of the total volume. And that demand is likely to increase, with the Federal Highway Administration forecasting that total U.S. freight movements will rise about 30% by 2040.

The combined networks would span 50,000 route miles across 43 states and connect nearly 100 ports across North America, and help meet that demand.

Such integration would bolster American manufacturing and industry by expanding intermodal services, shortening routes, and opening new trade corridors.

In the coming months, the merger will go before the Surface Transportation Board (STB) for review. UP and NS do not compete with one another, with minor overlaps in their respective networks. That preserves options for rail customers and is expected to help assuage any antitrust concerns that will undoubtedly be on regulators' minds.

The timing is significant. Tariffs, inflation, and workforce shortages continue to be a drag on the American economy. Various business sectors are stagnating or on the verge of contraction. Hispanic and minority workers, who fill essential roles in a variety of critical areas like agriculture, transportation, and services, often feel these pressures most. And anti-immigrant policies are undermining the very labor force that sustains American growth.

The merger will not be a magic wand fix for the economy. But by modernizing supply chains, improving logistics, and expanding opportunity, it offers something increasingly rare: a step forward that strengthens the broader economy while directly benefiting the communities most invested in its success.

Mario H. Lopez is the president of the Hispanic Leadership Fund, a public policy advocacy organization that promotes liberty, opportunity, and prosperity for all.

Hope House

The journey ahead starts here, together.

November 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

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Dear Chairman Fuchs:

As a leading nonprofit organization serving survivors of domestic violence in the Kansas City region, Hope House understands the critical importance of strong, stable, and engaged corporate partners in building healthier and safer communities. Union Pacific has been one of those partners. Their philanthropic support has directly strengthened our ability to provide life-saving services, shelter, and advocacy for individuals and families escaping abuse.

Union Pacific's sustained commitment to community investment is not symbolic, it is impactful and essential. Their contributions help advance our mission, expand access to vital services, and reinforce the infrastructure of support that vulnerable families rely on. When companies like Union Pacific prioritize community wellbeing, the entire region benefits.

The proposed Union Pacific–Norfolk Southern merger presents a significant opportunity to expand this positive impact. By strengthening operational capacity, improving rail service, and enhancing infrastructure, the merger would position Union Pacific to continue and grow the meaningful contributions it makes to local organizations. A stronger Union Pacific means stronger community partnerships, greater stability for nonprofits, and improved quality of life across the country.

For these reasons, I respectfully urge the Surface Transportation Board to approve this merger. Allowing Union Pacific to increase its reach and resources will not only bolster the nation's transportation network but will also support the vital community organizations that depend on corporate leadership and investment to meet rising needs.

Thank you for your consideration and for recognizing the importance of corporate–community partnerships in strengthening communities nationwide.

Sincerely,

MaryAnne Metheny
CEO
Hope House

H.O.P.E.
Outreach center of Brackettville
Helping Our People Excel

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Kinney County, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more efficient freight service, reduced congestion, and expanded market access for communities like ours. Just as important, it reflects a long-term commitment to infrastructure investment and community development, including in rural regions where such support is deeply needed. As an organization providing critical services, we know how vital reliable transportation and economic opportunity are to the people we serve.

On behalf of HOPE Outreach Center of Brackettville, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Vanessa Klaffka

Vanessa Klaffka
Director
HOPE Outreach Center of Brackettville
Phone: (830) 867-4017
Email: Brackettville.hopeoutreach@gmail.com
201 E Spring St.
Brackettville, TX 78832

cc: Member Schultz
Member Hedlund

Houston City Council Member Twila Carter
At-Large, Position 3

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Houston City Council, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern railways. This merger represents a strategic opportunity to strengthen our national rail network and deliver significant economic and logistical benefits to the City of Houston.

Houston is one of the nation's most important transportation and logistics hubs. Our economy depends on efficient rail service to move goods to and from our ports, refineries, and manufacturing centers. The combination of Union Pacific's western network with Norfolk Southern's eastern routes would create a more seamless, coast-to-coast rail system—enhancing connectivity for Houston's industries, reducing supply chain bottlenecks, and improving overall service reliability.

Additionally, the merger is expected to generate local economic growth through increased freight efficiency, job creation, and reduced congestion on our highways as more goods move by rail. This is a win for our city's economy, our environment, and the millions of Texans who benefit from a stronger transportation infrastructure.

For these reasons, I urge the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger. It is an investment in the future of American commerce and a clear benefit for the people of Houston.

Should you have any questions, please contact me at 832.393.3250 or Twila.Carter@houstontx.gov.

Sincerely,

Twila D. Carter
Council Member Twila Carter
At-Large, Position 3

Houston East End
Chamber of Commerce

CHAMBER FOUNDERS
All Points Warehouse, Inc
Anheuser-Busch
Cadeco Industries, Inc.
Comcast Business
Giant Texas Distillery
HEB – Gulfgate Center
LyondellBasell
Navarro Insurance
Port Houston
Primeway Federal Credit Union
Silver Eagle Distributors
Sims Metal
Valero - Houston Refinery
Watco
Wells Fargo Bank, NA

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AshBritt Inc.
Chevron
Cooper/Ports America
Doeren Mayhew
INVISTA
Regions Bank
Shook, Hardy & Bacon LLP
Southwest Public Schools
Texas Capital
The University of Texas -
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Houston Pilots Association
Kamada Plasma, LLC
Law Office of Virginia Ivañez
METRO
Patron Partners, LLC
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RockPoint Marketplace
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Withum

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Frost Bank
Frances Castaneda Dyess, President
Houston East End Chamber

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of The Houston East End Chamber of Commerce, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Frances C. Dyess

Frances Castañeda Dyess, President
Houston East End Chamber of Commerce

cc: Member Schultz
Member Hedlund

Office: 5311 Clinton Drive • Houston, Texas 77020
Correspondence: PO BOX 15068 • Houston, Texas 77220
713-926-3305 • www.eecoc.org

HOUSTON SOCIETY FOR CHANGE
1507 California St
Houston, Texas 77006

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger:
Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston/Harris County, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure-enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Houston Society for Change members, I respectfully ask the Surface Transportation Board to approve this meager so we can take advantage of the efficiencies, investments and opportunities it will bring – connecting our communities regionally, nationally and across the globe.

Sincerely,

Carl Davis

Carl Davis, Executive Director

cc; Member Schultz
Member Hedlund

UNION PACIFIC RAILROAD
1400 Douglas Street
Omaha, Nebraska 68179

1215 Gazin St.
Houston, TX 77020

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Greater Houston, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Houston ToolBank, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Marly Maskill

Marly Maskill
Executive Director
Houston ToolBank
Marly.Maskill@toolbank.org

cc: Member Schultz
Member Hedlund

Hunt Companies, Inc.
601 N. Mesa, Suite 1900
El Paso, TX 79901
915-533-1122

September 25th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Vice President of Hunt Companies, Inc., I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joshua W. Hunt
Executive Vice President

cc: Member Schultz
Member Hedlund

hutchchamber
HUTCHINSON/RENO COUNTY CHAMBER OF COMMERCE

117 N Walnut
P.O. Box 519
Hutchinson, KS 67504

Phone: 620.662.3391
Fax: 620.662.2168

www.hutchchamber.com

10/15/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Hutchinson/Reno County Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Debra L. Teufel

Debra Teufel
President
Hutchinson/Reno County Chamber of Commerce
cc: Member Schultz
Member Hedlund

IACI Idaho Association of Commerce & Industry

Employers Advocating Economic Opportunity in Idaho®

November 21, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Dear Chairman Fuchs:

On behalf of the Idaho Association of Commerce & Industry (IACI), I write to express our support for the proposed merger between Union Pacific Corporation and Norfolk Southern Corporation, now under review by the Surface Transportation Board.

Union Pacific has been an engaged member of IACI's Board of Directors for decades. During that time, we have observed firsthand the company's commitment to safe operations, efficient freight movement, investment in critical infrastructure, and meaningful partnership with the states and communities it serves. For Idaho, a state whose economy is profoundly shaped by agriculture, food processing, advanced manufacturing, timber, mining, and intermountain logistics, the reliability and performance of the national freight rail network are essential.

The proposed UP-NS combination offers several significant advantages for shippers, producers, and consumers. The merger would reduce interchange delays and improve overall network efficiency. Idaho shippers would benefit from faster transit times, more predictable routing, and stronger access to both national and global markets. A unified UP-NS system would strengthen supply-chain resiliency. By expanding freight capacity and improving reliability, the combined network would provide Idaho businesses, especially those operating in high-value or time-sensitive sectors, with more dependable logistics options. In addition, a seamless coast-to-coast rail option would enhance competitiveness with long-haul trucking.

We appreciate the seriousness with which the Surface Transportation Board reviews major rail mergers. We recognize the importance of robust safeguards for competition, safety, service quality, and labor. Based on our long experience with Union Pacific, we believe the company is well-positioned to meet those expectations and deliver the operational and economic benefits it has outlined.

IACI respectfully requests the Board to consider the advantages this merger offers to shippers, producers, and regional economies nationwide. Thank you for your time and consideration.

Sincerely,

Alex LaBeau
President

November 3, 2024

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Utah digital citizenship and online safety community, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Emily Ensign,
iKeepSafe, Director Content Development

cc: Member Schultz
Member Hedlund

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in east central Illinois, reliable rail service is important for our communities. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these local connections and deliver long-term benefits.

The merger promises better service, less congestion and improved market reach for our businesses. It also means continued investment in rail infrastructure and – enhancing safety, creating jobs and improving our competitiveness in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the opportunities it will bring to our communities.

Sincerely,

Thomas M. Bennett
Retired Illinois State Senator 53

cc: Member Schultz
Member Hedlund

DISTRICT OFFICE:
121 BROADWAY, SUITE 1
HIGHLAND, IL 62249
PHONE: 618-651-0405
FAX: 618-651-0413
EMAIL: REPCMEIER@GMAIL.COM

SPRINGFIELD OFFICE:
200-7N STRATTON BUILDING
SPRINGFIELD, IL 62706
PHONE: 217-782-6401
FAX: 217-782-1141



COMMITTEES:
- AGRICULTURE & CONSERVATION (SPOKESPERSON)
- ENERGY & ENVIRONMENT
- HUMAN SERVICES
- APPROPRIATIONS - HEALTH & HUMAN SERVICES

CHARLIE MEIER
STATE REPRESENTATIVE · 109TH DISTRICT
ASSISTANT REPUBLICAN LEADER

October 09, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative, 109th House District, of the State of Illinois, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses that are large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Charlie Meier

Charlie Meier
IL State Representative
109th District

CHICAGO OFFICE
5500 W. Madison
CHICAGO, IL 60644
773.750.0866 OFFICE
773.786.0256 FAX
repford@lashawnford.com

CAPITOL OFFICE
239-E STRATTON BUILDING
SPRINGFIELD, IL 62706
217.782.5962 OFFICE
217.557.4502 FAX

La Shawn K. Ford
State Representative
8th District

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Dear Chairman Fuchs:

As Illinois' 8th District Representative, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:
· Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

La Shawn K. Ford
State Representative-Eighth District

ILLINOIS RAILWAY MUSEUM

A NOT FOR PROFIT EDUCATIONAL CORPORATION

7000 OLSON ROAD

P. O. BOX 427

UNION, IL 60180-0427
815/923-4391

November 11, 2025

The Honorable Patrick J. Fuchs,
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Illinois Railway Museum (IRM), the largest railway museum in the United States and a custodian of our nation's rail heritage, I write to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railway.

IRM's mission is to preserve and interpret the history and technological evolution of North American railroading, and we believe reliable rail service is essential for our local economy, businesses and residents. Even before its 1995 merger with the Chicago and North Western, Union Pacific has supported the Museum's mission by donating equipment for preservation, funding for projects, and transportation services, thus helping us preserve railroad history for future generations. The merger promises faster, more dependable service, reduced congestion and expanded market reach for businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Nick Kallas

Nick Kallas
Executive Director
Illinois Railway Museum

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

HOUSE OF REPRESENTATIVES

DISTRICT OFFICES:
158 W. State St., Suite C
Sycamore, IL 60178
815-748-3494

115 W. Oak Knoll Drive
Hampshire, IL 60140
815-748-3494

SPRINGFIELD OFFICE:
203-N Stratton Office Building
Springfield, IL 62706
217-782-0425

WWW.REPKEICHER.COM

JEFF KEICHER
State Representative • 70th District
Republican Conference Chairman

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for the Illinois 70th District, I recognize how vital reliable rail service is to the success of our local economy, businesses, and residents. The proposed merger between Union Pacific and Norfolk Southern presents a valuable opportunity to strengthen these transportation networks and deliver lasting economic benefits.

This merger stands to provide faster, more reliable rail service, reduce congestion, and expand market access for our businesses. It also promises continued investment in rail infrastructure—enhancing safety, supporting job creation, and ensuring our community remains competitive in an evolving economy.

I respectfully urge the Surface Transportation Board to approve this merger so that we may realize the efficiencies, infrastructure investments, and expanded opportunities it offers—connecting our communities regionally, nationally, and globally.

Sincerely,

Jeff Keicher
State Representative

SOYBEAN INKS

DISTRICT OFFICE:
101 WEST FIRST STREET
SUITE 501
DIXON, IL 61021
PH: 815-561-3690

CAPITOL OFFICE:
221-N STRATTON BUILDING
SPRINGFIELD, IL 62706
PH: 217-782-0535

BRADLEY J. FRITTS
STATE REPRESENTATIVE
74TH DISTRICT

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the State Representative for the 74th House District in Illinois, I am writing in support of the Union Pacific–Norfolk Southern Merger. Reliable rail service is essential for our local economy, businesses, and residents. The proposed merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure, which will enhance safety, create jobs, and ensure our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring.

Sincerely,

Bradley J. Fritts

State Representative Bradley J. Fritts
District 74

SOYBEAN INKS

ILLINOIS HOUSE OF REPRESENTATIVES

SPRINGFIELD OFFICE:
E-1 Stratton Office Building
401 S. Spring Street
Springfield, IL 62706
(217) 782-0053
Email: coffey@ilhousegop.org

Michael J. Coffey Jr.
STATE REPRESENTATIVE • 95th DISTRICT

November 5th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Central Illinois, I want to emphasize how essential reliable rail service is to our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a valuable opportunity to strengthen these connections and deliver lasting benefits to communities like ours.

This merger promises faster, more dependable service, reduced congestion, and an expanded market reach for our local industries. It will also drive continued investment in rail infrastructure, enhancing safety, creating good-paying jobs, and ensuring our region remains competitive in a rapidly evolving global economy.

On behalf of the 95th district in Illinois, I respectfully urge the Surface Transportation Board to approve this merger so we can utilize the efficiencies, investments, and opportunities it will bring—connecting our communities regionally, nationally, and across the globe.

Thank you for your consideration.

Sincerely,

Michael J. Coffey Jr.
State Representative
95th District

CAPITOL OFFICE:
417 CAPITOL BUILDING
SPRINGFIELD, ILLINOIS 62706 217-782-5966
FAX: 217-782-1631

DISTRICT OFFICES:
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CHICAGO, ILLINOIS 60616
312-949-1908
FAX: 312-949-1958

senator03district@gmail.com
Senatorhunter.com

STATE OF ILLINOIS

MATTIE HUNTER
ASSISTANT MAJORITY LEADER
STATE SENATOR· 3RD DISTRICT

COMMITTEES:
Approp – Health & Human
Approp - Public Safety & Infrastructure;
Energy & Public Utilities (Vice-Chair)
Executive
Executive Appointments (Vice-Chair)
Pensions
Public Health
Transportation

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As the State Senator for the 3rd Senate District, I write to express my support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. Over my years in public service, I have had extensive engagement with Norfolk Southern and have consistently found its leadership to be professional, responsive, and equitable in its dealings with the communities it serves.

Freight rail is a critical component of Illinois' economic infrastructure. It enables the safe and efficient movement of goods that power our industries, sustain our agricultural sector, and connect our communities to markets across the nation and the world. Norfolk Southern has long been a reliable transportation partner for Illinois, providing consistent, cost-effective service to businesses of all sizes.

The proposed merger between Union Pacific and Norfolk Southern is not merely a corporate consolidation—it is a strategic opportunity to enhance the resilience, capacity, and competitiveness of the national rail system. Strengthening this network will help ensure that American freight rail remains a global leader in safety, efficiency, and innovation.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the broad economic and operational benefits it will deliver to Illinois and to the nation as a whole.

Sincerely,

Mattie Hunter
Assistant Majority Leader
Illinois State Senator
3rd Legislative District

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Rep. Cory Criswell
200 West Washington Street
Indianapolis, IN 46204
www.in.gov/H54
h54@iga.in.gov
317-232-9844

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Assistant Majority Whip in the Indiana House of Representatives, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Cory Criswell

Cory Criswell
Indiana State Representative District 54

cc: Member Schultz
Member Hedlund

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Vice Chairman of the Ways and Means Committee in the Indiana House of Representatives and representing a district with a Norfolk Southern presence, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Craig Snow
State Representative

cc: Member Schultz
Member Hedlund

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Mike Karickhoff
Speaker Pro Tempore
200 West Washington Street
Indianapolis, IN 46204
317-232-9779

COMMITTEES:
Natural Resources | Government and Regulatory Reform | Rules and Legislative Procedures | Committee on Joint Rules | Statutory Committee on Ethics

September 20, 2025

The Honorable Patrick J. Fuchs, Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in the Indiana General Assembly, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Mike Karickhoff

cc: Member Schultz, Member Hedlund

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Rep. Heath R. VanNatter
200 W. Washington Street
Indianapolis, IN 46204
O: 317-232-9769
H38@iga.in.gov

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in the Indiana General Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Heath R. VanNatter
State Representative
District 38

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Benjamin Smaltz
200 West Washington Street
Indianapolis, IN 46204
www.in.gov/H52
h52@iga.in.gov
317-234-9450

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Indiana House of Representatives, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ben Smaltz
State Representative
House District 52

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Representative Phil GiaQuinta
Indiana House Democratic Leader
200 West Washington St.
Indianapolis, Indiana 46204

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Minority Leader of the Indiana House of Representatives, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Phil GiaQuinta

Phil GiaQuinta
House Democratic Leader- District 80

cc: Member Schultz
Member Hedlund

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Dave Heine
200 West Washington Street
Indianapolis, IN 46204
www.in.gov/H85
h85@iga.in.gov
317-232-9743

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW, Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Indiana House of Representatives, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Dave Heine

Dave Heine
State Representative
House District 85

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

State Representative Bob Morris
200 W. Washington Street
Indianapolis, IN 46204
Website: www.in.gov/h84
Phone: 317-232-9981
e-mail: h84@in.gov

Commerce, Small Business and Economic Development, Chairman
Utilities, Energy and Telecommunication
Employment, Labor and Pensions

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in the Indiana General Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bob Morris
State Representative
House District 84

STATE OF INDIANA
HOUSE OF REPRESENTATIVES
THIRD FLOOR STATE HOUSE
INDIANAPOLIS, INDIANA 46204

Jim Pressel
200 West Washington Street
Indianapolis, IN 46204
www.in.gov/H20
h20@iga.in.gov
317-232-9648

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chairman of the House Transportation Committee in the Indiana General Assembly, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jim Pressel

Jim Pressel
State Representative
House District 20

State of Indiana Senate

Senator Kyle Walker
State House
200 W. Washington Street
Indianapolis, Indiana 46204-2785
Senate: (317) 232-9488
E-mail: S31@iga.in.gov

Committees:
Public Policy, Ranking Member
Insurance and Financial Institutions, Ranking Member
Tax and Fiscal Policy

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Assistant Majority Caucus Chair of the Indiana Senate, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Kyle Walker

cc: Member Schultz
Member Hedlund

Executive Board

Richard Egger, **Chairman**
Best, Best, & Krieger

John Chapman, **First Vice-Chair**
San Antonio Regional Hospital

Lupe Valdez, **Immediate Past-Chair**
Union Pacific Railroad

Aaron Rios, **Treasurer**
Walmart

Ron Vera, **Legal Counsel**
Vera & Barbosa Law

Fran Inman, **At-Large Member**
Majestic Realty

Maggie O'Sullivan, **At-Large Member**
J.P. Morgan

Peter Villegas, **Immediate Past-Chair**
Actum, LLC

Paul Granillo, **Secretary**
Inland Empire Economic Partnership

Board of Directors

Dr. Ron Carter
Loma Linda University Health

Patty Senecal, *WSPA*

Carrie Schindler, *SBCTA*

Derek Armstrong, *County of San Bernardino EDA*

Dr. Kurt Wilson, *WRCOG*

Dr. S. Jack Hu
University of California, Riverside

Jarrod McNaughton
Inland Empire Health Plan (IEHP)

Sandra Cuellar, *Charter Spectrum*

Manfred Keil, Ph.D.
Chief Economist, IEEP

Atif Elkadi, *Ontario Airport Authority*

Mayor Acquanetta Warren
City of Fontana

Dr. Tomas Morales
President, California State University, San Bernardino

Lena Kent, *BNSF Railway*

Trini Jimenez, *Watson Land Company*

Col. Paul Cook (Ret.)
Supervisor 1st District, County of San Bernardino

Hon. Karen Spiegel
Supervisor, 2nd District, County of Riverside

Suzanne Holland, *County of Riverside EDA*

Lisa Anderson
LMA Consulting Group

Kristine Scott, *SoCalGas*

David Ambroz, *Amazon*

Pat Morin, *California Steel Industries*

Omar Cobian, *SWRCC*

Frank Pine, *Southern California News Group*

Michael Burrows, *San Bernardino Airport*

Lowell King, *Goodwill Southern California*

Walter Marquez, *Fairplex*

Thomas Wong, *Southern California Edison*

Michael D'Elia, *PNC Bank*

Alyson Piguee, *Inland Empire Utilities Agency*

Kevin Haboian, *HNTB*

Jessica Grimes, *Kaiser Permanente*

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Inland Empire Economic Partnership (IEEP), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Paul C. Granillo
President and CEO
Inland Empire Economic Partnership

cc: Member Schultz
Member Hedlund

2151 East Convention Center Way, Suite 210
Ontario, California, 91764
Phone: (909) 944 – 2201
www.ieep.com

November 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Executive Director of the Inland Port Transportation Management Association, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for the Dallas County Inland Port and the DFW metroplex, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Laura C. Freeland

Laura C. Freeland
Executive Director
Inland Port Transportation Management Association

cc: Member Schultz
Member Hedlund

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Institute for Liberty and Director of CPAC Foundation's Center for Regulatory Freedom, I am writing to share my recently published op-ed, "Transcontinental Railroad Can Power Trump's America First Economy," which appeared in Real Clear Market on September 9, 2025. I am submitting this op-ed for the Board's consideration in support of the proposed Union Pacific (UP) and Norfolk Southern (NS) merger currently under review.

This merger is a critical step toward strengthening domestic infrastructure to support President Trump's America First agenda and the revitalization of U.S. manufacturing. The President's agenda is clear: rebuild America's industrial strength, cut reliance on foreign supply chains, and reclaim our place as a global leader in production and commerce.

In support of this agenda, the UP–NS merger will create America's first coast-to-coast rail system, streamlining shipping and strengthening supply chains across key industries. This unified network will boost reliability, lower costs, and deliver goods more efficiently for American families and businesses.

For too long, American manufacturers have been burdened by a fragmented rail network that stalls freight at congested interchanges and slows production. A transcontinental system will end these inefficiencies, creating a seamless flow of goods that powers a stronger, faster, and more competitive U.S. economy.

This merger comes at a pivotal moment for America's future. As global competitors race to dominate supply chains, the United States cannot afford to fall behind. China is investing billions in its "Belt and Road" Initiative to control global logistics, and Canada already operates a transcontinental railroad. Approving this merger will ensure that America, not foreign rivals, leads in moving goods across our continent and around the world.

This merger serves the public interest and will strengthen America's infrastructure, economy, and global competitiveness. I urge the Surface Transportation Board to move forward expeditiously to approve this merger.

Sincerely,
Andrew Langer
President of Institute for Liberty

cc: Member Michelle Schultz
Member Karen Hedlund

RealClear Markets

Transcontinental Railroad Can Power Trump's America First Economy

By Andrew Langer
September 09, 2025

President Trump's focus on reshoring industry and putting American workers first is laying the foundation for a long-awaited manufacturing revival. His agenda is clear: rebuild the industrial might of our nation, cut dependence on foreign supply chains, and make America the world's undisputed leader in production and commerce once again.

To achieve this, America needs not only new factories, but also the modern infrastructure to connect them and to quickly move goods between them. The proposed merger of Union Pacific and Norfolk Southern, two of the nation's largest railroad operators, is a critical step toward bolstering our domestic infrastructure to support the manufacturing revival.

The combined network would stretch from coast to coast, simplifying cross-country shipping, reducing costly delays, and strengthening the supply chains that feed our farms, power plants, factories, and retailers. For key industries like agriculture, steel, energy, and consumer goods, a unified rail system means faster delivery times, lower costs, and more reliability. That translates directly into lower prices for American families and more competitive conditions for American businesses.

For decades, American manufacturers have been forced to rely on disjointed rail connections where freight must switch from one operator to another at congested interchanges, where railcars can remain halted for days. Each delay adds costs and uncertainty. By eliminating these bottlenecks, a

transcontinental American railroad would dramatically cut waste, improve efficiency, and get products to market at the speed demanded by tomorrow's economy.

The merger brings our country closer to the America First vision. President Trump has rightly emphasized that a strong industrial base depends on strong infrastructure. Just as Pres. Lincoln's transcontinental railroad in the 19th century unified the country and unlocked a new era of growth, this 21st century version will supercharge the new industrial revolution already underway under Pres. Trump's leadership.

Before the companies can consecrate the merger and deliver on those benefits, regulators at the Surface Transportation Board (STB) must sign off. In the coming months, Union Pacific and Norfolk Southern will need to prove to the STB that the merger is in the public interest. It is, and the STB should move quickly to approve it.

At a time when global competitors are racing to dominate supply chains, America cannot afford to fall behind. China has invested billions in its "Belt and Road" initiative to control international logistics, and Canada already boasts its own transcontinental railroad. Approving this merger will ensure that America, not foreign rivals, leads in moving goods across our own land.

It's no surprise that Canadian Pacific Kansas City (CPKC), which already operates a Canadian transcontinental system, has been among the first to criticize the Union Pacific-Norfolk Southern merger. CPKC understands that an American transcontinental competitor would take freight volume back from foreign operators and put it where it belongs – on American rails, moved by American workers, serving American communities.

Critics claim this merger could cause problems, but the truth is that opposition is often driven by self-interest, not concern for American consumers. Canadian competitors want to keep their

advantage. The STB should see through this and act swiftly to approve a deal that benefits the United States above all.

Dave Fellon, owner of Progressive Rail Inc., put it well: "Today's business environment demands precision efficiency, real-time supply chain solutions, and a speed-to-market tempo that counts seconds, not days. By design, the UP–NS combination will deliver all of that—reviving American manufacturing, creating high-quality careers, and using commerce as a powerful conduit to connect people like never before."

This is a moment to think big. Just as Pres. Lincoln's transcontinental railroad was a defining achievement of American ambition, this merger could mark a turning point for America's new industrial era. If we are serious about reshoring jobs, cutting costs, and competing with the rest of the world, then building an American-owned transcontinental railroad should be at the top of the list.

Andrew Langer is the Director of CPAC Foundation's Center for Regulatory Freedom.

IM Houston

Interfaith Ministries
for Greater Houston
3303 Main Street
Houston, TX 77002
Main - 713.533.4900
Fax - 713.520.4663
www.imgh.org

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Robert Sakowitz, *Co-Chair*

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, Texas reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of IM Houston, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Sheroo Mukhtiar

cc: Member Schultz
Member Hedlund

United Way Greater Houston

A United Way Partner

INVEST FRESNO in Community. in Jobs. in Our Future.

INVESTFresnoCA.com

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: SUPPORT – Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Board:

On behalf of INVEST Fresno, a coalition of residents, businesses, and community organizations committed to building a diverse and sustainable economy in Fresno, we write to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of both California's and the Central Valley's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Nowhere is this more evident than in Fresno, where agriculture, manufacturing, and logistics depend on efficient freight connections to sustain growth and competitiveness.

Union Pacific has long been an essential transportation partner for Fresno and the surrounding region. Its extensive rail network supports thousands of local jobs, provides reliable service to growers and food processors, and anchors the city's expanding logistics and warehousing sectors. The company's continued investment in track improvements, rail safety, and technology has strengthened the region's economic infrastructure and helped local businesses reach national and international markets.

The American freight rail network is not only critical to economic growth – it is also one of the most sustainable modes of transportation available. By moving freight efficiently and taking trucks off our highways, rail helps reduce congestion on State Route 99, lower emissions in the San Joaquin Valley, and support the region's broader environmental goals.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads—it's about strengthening the economic backbone of regions like Fresno, supporting sustainable transportation, and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the long-term benefits it will bring to Fresno, the Central Valley, and the national economy.

Sincerely,



Ethan Smith
Chairman



Ben Granholm
Executive Director

cc: Member Michelle A. Schultz
Member Karen J. Hedlund

IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of the Iowa Association of Business and Industry (ABI), I write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. ABI represents businesses of all sizes and industries across Iowa that collectively employ more than 330,000 Iowans. Our members depend on efficient, reliable, and cost-effective freight rail service to compete and grow in today's economy.

Iowa is a state that makes and moves things—from advanced manufacturing and agricultural products to chemicals, building materials, and food ingredients. Freight rail is a critical link in these supply chains, enabling Iowa companies to deliver products safely and efficiently to markets across the nation and the world. Reliable rail service also helps Iowa businesses remain competitive, supports job growth, and sustains the vitality of our communities.

ABI believes the proposed merger will strengthen this essential network and deliver meaningful benefits to Iowa businesses and the broader economy, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating handoffs, the combined railroad will shorten delivery times, helping businesses meet customer demand more quickly and efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** A broader geographic footprint will open new opportunities for Iowa manufacturers and agricultural producers to access customers nationwide and globally.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses and the broader economy.

Thank you for the opportunity to share our perspective and for your leadership on this important matter.

Sincerely,

Nicole Crain
President
Iowa Association of Business and Industry

IOWA ASSOCIATION OF BUSINESS AND INDUSTRY

ncrain@iowaabi.org

cc: Member Schultz
Member Hedlund

IOWA WESTERN

2700 College Road
Council Bluffs, IA 51503
712.325.3200 / 800.432.5852

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Southwest Iowa and greater Omaha area, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to deliver those benefits by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach and encourage investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to communities like mine, and I trust that the Surface Transportation Board will safeguard those benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Dr. Dan Kinney
President

cc: Member Schultz
Member Hedlund

JACKSON STATE UNIVERSITY
JACKSON, MISSISSIPPI 39217

OFFICE OF
THE PRESIDENT

(601) 979-2323
FAX: (601) 979-2948

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As Interim President of **Jackson State University**, I am pleased to express our strong support for the proposed **Union Pacific and Norfolk Southern merger**. Reliable and efficient rail transportation remains a cornerstone of regional economic growth and national competitiveness, and this merger represents an important step toward a stronger, more connected rail network.

Jackson State University has been honored to partner with **Union Pacific Railroad** for several years through workforce development and university recruiting initiatives that help prepare our students, especially those in business, engineering, and STEM disciplines for leadership roles in the transportation and logistics industries. Union Pacific's consistent investment in education, diversity, and innovation has made a measurable difference in advancing opportunity across our state and beyond.

We believe the proposed merger will further enhance these benefits, strengthening supply chain reliability, expanding regional access, improving safety, and creating more jobs and educational pathways that align with the evolving transportation economy. The efficiencies and investments that this merger will enable will help our communities remain competitive in a global market.

On behalf of **Jackson State University**, I respectfully urge the **Surface Transportation Board** to approve the Union Pacific–Norfolk Southern merger. We look forward to continued collaboration that advances both workforce readiness and community prosperity.

Sincerely,

Denise Jones Gregory, Ph.D.
Interim President

JBC | Jefferson Business Council

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Jefferson Business Council, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,
Larry Dale
Executive Director
Jefferson Business Council



Jefferson City Area Chamber of Commerce

September 22, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket #: FD 36873

Dear Chairman Fuchs:

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses. The national freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Gary Plummer

Gary Plummer, President
Jefferson City Area Chamber of Commerce

your business our focus.

213 Adams Street, PO Box 776 • Jefferson City, MO 65101 • t: 573.634.3616 f: 573.634.3805

JEFFERSON CITY
Regional Economic Partnership

September 23, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (Docket Number: FD 36873)

Dear Chairman Fuchs:

As President and CEO of the Jefferson City Regional Economic Partnership, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Jefferson City is centrally located in Missouri and serves as a hub for commerce, industry, and public service. Our region depends on safe, reliable, and efficient freight rail to connect local manufacturers, agricultural producers, and distributors to markets across the country. Union Pacific has long played a critical role in our regional supply chain, supporting economic development efforts and enabling businesses in Jefferson City and surrounding areas to remain competitive.

This proposed merger stands to strengthen our local economy by providing:

- Greater Service Reliability: More direct and streamlined rail service will improve the dependability businesses in Jefferson City rely on to manage production schedules and meet customer needs.
- Reduced Transit Times: Eliminating key interchange bottlenecks will help products move faster to and from our region, giving Jefferson City companies a competitive edge.
- New Market Opportunities: The expanded network could open additional trade routes, giving local exporters broader access to customers across the U.S. and beyond.
- Long-Term Investment: A stronger, more unified rail operation willo bring greater investment in infrastructure and technology that will benefit communities like ours for decades to come.

We believe this merger is not just a business decision, it's an opportunity to enhance economic connectivity for mid-sized regions like Jefferson City. The efficiencies and improvements made possible through this partnership can help secure our long-term economic vitality while maintaining the sustainability advantages of freight rail over other forms of transportation.

On behalf of our organization and the regional businesses we represent, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposed merger.

Sincerely,

Luke Holtschneider

Luke Holtschneider
President/CEO

Cc: Member Schultz
Member Hedlund

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific-Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Jefferson County Board of Supervisors, we are writing to express our support for the proposed rail merger between Norfolk Southern and Union Pacific.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

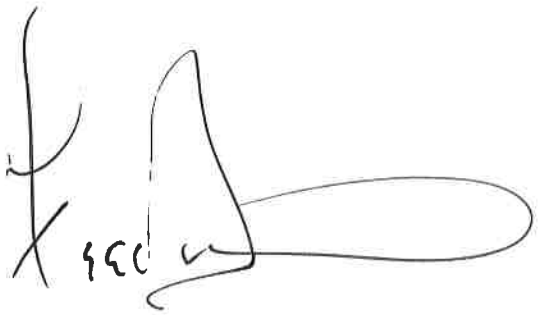
Railroads have been an important part of Jefferson County's story since the mid-1800s. When the first trains came through, they connected our farms, small towns, and businesses to the rest of the country. The railroad helped shape Fairfield into a thriving community and gave local manufactures and farmers new ways to move their products to market.

Just as railroads helped build Jefferson County's foundation more than a century ago, the combined networks of Norfolk Southern and Union Pacific represent an opportunity to strengthen the Midwest' s role in the future of American commerce.

On behalf of the citizens of Jefferson County, we urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally and across the globe.

Thank you for your time and consideration of our interests.

Sincerely,



Jefferson County Board of Supervisors
Lee Dimmitt | Susie Drish | Joe Ledger

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a candidate for Jefferson County Executive, I am writing to express my steadfast support for the merger between Union Pacific and Norfolk Southern. Once approved, this landmark proposal will create the first actual transcontinental railroad in our nation's history – linking the East and West coasts for the first time ever and helping usher in an economic Golden Age for our country.

Freight rail serves as the foundation for Missouri's economy. With Kansas City and St. Louis serving as major national hubs for freight rail transportation in the country, Missouri ranks fifth in freight rail employment. Missouri is home to twenty freight railroads and thousands of highway-rail crossings, making it one of the most freight-heavy states in the country.

This historic merger will directly benefit Missouri's businesses and workers. Our manufacturers will gain access to streamlined, efficient transcontinental rail service connecting them to new markets and ports across North America. With access to nearly 100 ports and expanded routes, manufacturers will enjoy lower shipping costs, greater competitiveness, and stronger links to global trade – all of which ultimately benefit Missouri consumers.

Just as significantly, this merger can strengthen rail's ability to compete with long-haul trucking, which strains our roads and bridges. Freight rail is safer, cheaper, and far more efficient: a single railcar carries the equivalent of four full trucks, and a single train can move the load of hundreds. Shifting freight back to rail will ease the burden on our infrastructure, reduce taxpayer costs, and enhance safety on our highways.

Another direct benefit of this merger is gaining the expanded corporate partnership and philanthropic giving that Union Pacific and Norfolk Southern bring. Both companies have long been recognized as exemplary employers that support their workers and give back to the communities they serve. Together, they have committed $300 million between 2020 and 2025 – funding initiatives that strengthened families, supported local economies, and built more resilient communities.

This merger also carries historic resonance. In 1862, President Abraham Lincoln signed the Pacific Railway Act, creating Union Pacific and laying the foundation for America's first transcontinental railroad. Today, President Trump is honoring and building upon that legacy by voicing his support for this new coast-to-coast connection. This achievement will stand as a modern milestone in our nation's economic history.

For these reasons, I ask that the Surface Transportation Board approve the Union Pacific–Norfolk Southern merger. Doing so will strengthen Missouri's economy, protect our infrastructure, and help usher in a new economic Golden Age of America.

Sincerely,

Chris Howard

Chris Howard

Jefferson County
Missouri
Administration Center
729 Maple Street · PO Box 100
Hillsboro, Missouri 63050

Dennis Gannon
County Executive

Telephone: 636-797-5400 Fax: 636-797-5506
Web Address: www.jeffcomo.org
E-mail: dgannon@jeffcomo.org

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Executive of Jefferson County Government, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Dennis J. Gannon
County Executive
Jefferson County, Missouri

cc: Member Schultz
Member Hedlund

JEDCO
Jefferson Parish Economic Development Commission

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger,
Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Jefferson Parish, Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Board of Commissioners of the Jefferson Parish Economic Development and Port District (JEDCO), I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jerry Bologna
President & CEO

cc: Member Schultz
Member Hedlund

from the desk of

JOHN E. GRIESHEIMER

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E. Street SW
Washington, D.C. 20423

Dear Chairman Fuchs,

I am writing you this letter in support of the proposed merger of the Union Pacific and Norfolk Southern railroads.

As a former elected official in city, county and state government from Franklin County, Missouri, I have had a keen interest and have been a railroad enthusiast for over four decades. In fact, both the Union Pacific and Burlington Northern Santa Fe Railroads and the short-line Missouri Eastern Railroad provide service to Franklin County and its citizens.

I have followed both the successful and unsuccessful railroad mergers of the past. Through thorough discussions and negotiations, I truly believe that this merger will result in improved service and hopefully lower costs for the customers and ultimately, the consumer. I also truly believe that the historic merger between the Union Pacific Railroad and the Norfolk Southern Railway Company, becoming the first transcontinental railroad, will benefit not only both our local citizens but those of the State of Missouri and the United States of America.

I humbly request and encourage your support and look forward to the approval of this historic merger proposal.

Sincerely,

John E. Griesheimer
33 Oxford Dr.
Washington, MO. 63090

Former Missouri State Senator
Former Franklin County Presiding Commissioner

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As President of the Rainey Center, I write to strongly urge the Surface Transportation Board (STB) to approve the proposed merger between Union Pacific (UP) and Norfolk Southern (NS) without delay. The Rainey Center is dedicated to advancing common-sense policy solutions to address our nation's most pressing challenges, and this merger aligns squarely with that mission. At a time when the U.S. faces significant infrastructure constraints and supply chain inefficiencies, the union of UP and NS offers a pragmatic path forward, enhancing modern infrastructure, enabling cleaner and more efficient freight movement, and strengthening the resilience of America's industrial supply chain.

The combined UP-NS network would create a seamless, integrated freight corridor stretching from the Atlantic to the Pacific oceans. By linking ports, inland hubs, and key industrial regions into a unified national system, the new network would optimize routes, reduce redundancies, and eliminate costly interchange delays. The result would be faster, more reliable, and more cost-effective movement of goods—delivering tangible benefits to consumers and businesses alike.

A stronger, more connected nationwide rail system will also reinforce domestic manufacturing by anchoring production in the U.S., reducing supply-chain bottlenecks, and improving responsiveness to shifting demand. By combining the complementary strengths of NS and UP, the merger would create a carrier uniquely positioned to serve the full spectrum of American industry—from agriculture and mining to automotive and high-tech manufacturing. The outcome would be greater supply-chain agility, enhanced reliability, and fewer disruptions—qualities essential to sustaining U.S. industrial leadership in a competitive global economy.

The benefits of this merger will extend beyond economics. Freight rail is already among the most energy-efficient modes of heavy transport; however, the current fragmentation of our nation's rail lines discourages businesses from choosing this sustainable option. By uniting these two carriers, the merger would ensure greater reliability and speed, encouraging a shift away from higher-emission truck traffic. The environmental benefits of this switch are significant: fewer miles traveled, fewer starts and stops, better utilization of assets, and ultimately lower greenhouse-gas emissions per ton-mile moved. The merger, therefore, offers an environmental upside that aligns with broader goals of decarbonization and cleaner infrastructure investment, without sacrificing U.S. energy security.

For these reasons, I respectfully urge the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger without delay. This forward-looking partnership represents a vital step toward building a more competitive, sustainable, and resilient American economy.

Respectfully,

Sarah Hunt
President, Rainey Center

JUAB COUNTY

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Commissioner for Juab County in the State of Utah, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy for our state and county, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our county, providing efficient, reliable and cost-effective service to our local businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

JUAB COUNTY

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Clinton L. Painter
Juab County Commissioner

cc: Member Schultz
Member Hedlund

JUNCTION CITY AREA CHAMBER OF COMMERCE
Economic Development Commission

MICKEY FORNARO-DEAN
ECONOMIC DEVELOPMENT DIRECTOR
OFFICE: 785.762.1976
MICKEY.DEAN@JCACC.ORG

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As members of JC 1st, a coalition of private business leaders representing Junction City and Geary County, Kansas, we write in strong support of the proposed Union Pacific–Norfolk Southern merger.

Our business community depends on reliable freight and logistics access to remain competitive. Located along the I-70 corridor and adjacent to major north–south routes, Junction City serves as a key connection point for manufacturing, agricultural, and distribution operations throughout central Kansas. The proposed merger will strengthen this network by enhancing service reliability, reducing transit times, and improving coordination between rail and highway systems.

This merger also represents a strong signal to private investors. When major transportation firms like Union Pacific and Norfolk Southern choose to invest in expanding and modernizing their systems, it demonstrates confidence not only in large metro markets but also in the economic potential of rural regions like ours. That confidence helps attract private capital by showing that smaller communities are valued participants in the national logistics and supply chain network.

For our region, improved rail performance and expanded capacity will make it easier to attract new industries, retain local employers, and support continued growth near Fort Riley and the surrounding area. The efficiencies and coordination that will result from this merger will help strengthen our long-term competitiveness and position Junction City–Geary County as a strong partner in regional and national commerce.

We urge the Surface Transportation Board to approve the merger, allowing our businesses and communities to benefit from the investment, efficiency, and opportunity it will create—supporting continued growth and prosperity across Kansas and the heartland.

Sincerely,

Mickey Fornaro-Dean
President
Junction City Area Chamber of Commerce

Keith Henry
Board Chair
Junction City First

Junior Achievement of Utah
515 S 700 E, Ste #1C | Salt Lake City, UT 84102
(801) 355 5252 | www.ja-utah.org

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As President and CEO of Junior Achievement of Utah & Idaho, I have seen firsthand the powerful impact Union Pacific has made in the lives of Utah's students. For many years, Union Pacific has been a strong and generous partner, helping us prepare young people to succeed in school, careers, and life. Their commitment has directly translated into opportunities that inspire thousands of Utah and Idaho students to envision brighter futures.

The proposed Union Pacific–Norfolk Southern merger has the potential to strengthen the essential freight rail network that underpins both our economy and our communities. Reliable, efficient rail service benefits not only businesses and industry, but also the students we serve, who depend on a thriving local economy and workforce opportunities for their future success.

Union Pacific has consistently demonstrated its commitment to safety, reliability, and community investment. With that history, I am confident this merger could further strengthen service while enhancing opportunities that benefit the communities we serve, both now and in the future.

As you evaluate this proposal, I hope you will consider the positive impact it could bring nationwide. Union Pacific's enduring partnership has already made a real difference here in Utah, and I trust that same commitment will guide the company as it expands its reach through this merger.

Sincerely,

Christy Tribe
President & CEO
Junior Achievement of Utah & Idaho

KANSAS CHAMBER
UNITED FOR BUSINESS

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Interim President & CEO of the Kansas Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Coleen Jennison
Interim President & CEO
Kansas Chamber

cc: Member Schultz
Member Hedlund

KCKChamber

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the KCK Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for Kansas, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Renee Hadley
President & CEO
KCK Area Chamber of Commerce

STATE OF KANSAS

CAPITOL BUILDING, ROOM 241 SOUTH
TOPEKA, KS 66612

PHONE: (785) 296-3232
GOVERNOR.KANSAS.GOV

GOVERNOR LAURA KELLY

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Governor of Kansas, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Kansas is home to more than 4,000 miles of railroads, forming the sixth-largest rail network in the nation. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most efficient modes of transportation available, helping reduce highway congestion and seamlessly move products from Kansas businesses across the country.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and Kansas communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of Kansas' transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I and the Kansas Department of Transportation look forward to reaffirming the partnership

with this newly merged entity allowing Kansans and Kansas businesses to have access to and reap the benefits of a transcontinental rail network.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Kansas and the national economy.

Respectfully,

Laura Kelly
Governor of Kansas

cc: Member Schultz
Member Hedlund

State of Kansas
House of Representatives

State Capitol
Topeka, Kansas 66612
(785) 296-2303
dan.hawkins@house.ks.gov

Daniel R. Hawkins
SPEAKER OF THE HOUSE
Representative, 100th District

9406 Harvest Ln.
Wichita, Kansas 67212
(316) 371-1667
danhawkinskansas@gmail.com

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Speaker of the Kansas House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a vital component of Kansas' economy. It efficiently and safely transports agricultural products, manufactured goods, and raw materials throughout the rest of the nation. Union Pacific has long served as a dependable partner in this effort by delivering cost-effective and reliable service to shippers of all sizes. The U.S. freight rail system drives economic growth and eases highway congestion.

This merger presents a strategic opportunity to enhance the national rail network and yield measurable benefits for Kansas shippers, consumers, and communities, including:

- **Enhanced Service Reliability:** Streamlined routing and greater operational flexibility will minimize disruptions and improve on-time performance.
- **Reduced Transit Times:** Eliminating select interchanges will accelerate the movement of goods, enabling Kansas businesses to reach customers more quickly and competitively.
- **Increased Capital Investment:** A transcontinental system will be better positioned to fund modern infrastructure, advanced technologies, and state-of-the-art safety measures.
- **Broader Market Access:** An expanded geographic footprint will open new opportunities for Kansas products and strengthen supply-chain resilience.

In short, this transaction will bolster our transportation infrastructure, promote economic development, and ensure that American freight rail retains its global competitive edge.

I respectfully urge the Surface Transportation Board to grant full and favorable consideration to this proposal, in recognition of the substantial advantages it will deliver to Kansas and the nation.

Sincerely,

Daniel R. Hawkins

Dan Hawkins
Speaker of the Kansas House of Representatives

cc: Member Schultz
Member Hedlund

STATE OF KANSAS
HOUSE OF REPRESENTATIVES

STATE CAPITOL
TOPEKA, KANSAS 66612
(785) 296-7466
shannon.francis@house.ks.gov

1501 TUCKER CT.
LIBERAL, KANSAS 67901
(620) 655-5735 CELL
sfran83384@aol.com

SHANNON FRANCIS
125TH DISTRICT

October 22,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chair of the Kansas House Transportation Committee, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

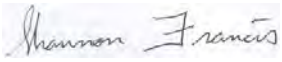
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Shannon Francis

STATE OF KANSAS

ELAINE BOWERS
SENATOR, 36TH DISTRICT
1326 N. 150TH RD.
CONCORDIA, KS 66901
(785) 243-4256

STATE CAPITOL, ROOM 223-E
TOPEKA, KANSAS 66612
(785) 296-7389
elaine.bowers@senate.ks.gov

TOPEKA

SENATE CHAMBER

COMMITTEE ASSIGNMENTS
CHAIR: TRANSPARENCY & ETHICS
VICE CHAIR: LOCAL GOVERNMENT
MEMBER: JUDICIARY
TRANSPORTATION
UTILITIES

JOINT COMMITTEE ASSIGNMENTS:
CAPITOL PRESERVATION
CORRECTIONS & JUVENILE OVERSIGHT

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

October 31, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger -Docket Number: FD 36873

Dear Chairman Fuchs,

As the State Senator for Kansas Senate District 36, representing Marysville and much of north-central Kansas, I write in strong support of the proposed merger between Union Pacific and Norfolk Southern. This historic partnership will create America's first transcontinental railroad—connecting more than 50,000 route miles across 43 states.

Freight rail is vital to Kansas, safely moving the goods that drive our economy, support agriculture, and connect rural communities to national and global markets. Union Pacific has long been a dependable transportation partner for Kansas businesses, providing efficient and sustainable service that reduces highway congestion and emissions.

The proposed merger will strengthen this network and deliver lasting benefits through:
- Improved reliability and reduced transit times for shippers and customers;
- Increased investment in modern infrastructure, technology, and safety; and
- Expanded market reach for Kansas producers and industries.

This agreement also includes unprecedented labor protections. The SMART-Transportation Division (SMART-TD), representing thousands of railroad employees, has secured career-long job guarantees—ensuring no members face involuntary furloughs as a result of the merger.

This merger represents an opportunity to modernize our national rail system, strengthen the U.S. supply chain, and support stable, good-paying jobs. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Elaine Bowers
Kansas State Senator, District 36
Representing Marysville and North-Central Kansas

cc: Member Schultz
cc: Member Hedlund

KEARNEY AREA CHAMBER OF COMMERCE
INVOLVEMENT. EDUCATION. ADVOCACY. MARKETING.

10/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Kearney, Nebraska, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Kearney Area Chamber of Commerce, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Derek Rusher
President/CEO

cc: Member Schultz
Member Hedlund

KEN GARFF for GOOD

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a community non-profit leader in Utah, I recognize the vital role freight rail plays in supporting our economy, businesses, and residents. A reliable rail service connects our region to national and global markets while offering an efficient and sustainable way to move goods.

Union Pacific has consistently demonstrated its commitment to strengthening communities not only through freight operations but also by investing in people. Its "Put Youth on the Right Track" program and workforce development efforts exemplify this commitment. In Utah, Ken Garff for Good is proud to partner with Union Pacific to expand these opportunities by creating technology pathways for students through esports, cybersecurity, and digital innovation programs. These initiatives prepare young people for future careers in coding, data analytics, game design, and other high-demand fields and skills that directly align with the rail industry's growing reliance on advanced technology and data-driven operations.

The proposed Union Pacific–Norfolk Southern merger has the potential to enhance freight efficiency, expand geographic reach, and encourage continued investment in infrastructure and workforce training. With careful oversight, it can also ensure safety, sustainability, and meaningful long-term benefits for communities like ours.

I respectfully urge the Board to evaluate this proposal with a focus on strengthening service reliability, supporting workforce development, and creating lasting value for the communities served.

Sincerely,



Erin Trenbeath-Murray
President, Ken Garff for Good

Kentucky League of Cities

EXECUTIVE STAFF
Executive Director/CEO: J.D. Chaney
Chief of Staff: Martha Cosby
Chief Insurance Officer: Greg Partin
Chief Financial Officer: Amy Loftus
Chief Member Services Officer: Brian Traugott

OFFICERS
President: Mayor Paul Sandefur, City of Beaver Dam
First Vice President: Mayor Bruce Fraley, City of Berea
Second Vice President: Mayor Kathy O'Nan, City of Mayfield
Immediate Past President: Mayor Rita Dotson, City of Benton
www.klc.org/Leadership

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Kentucky's city governments recognize the critical role freight rail plays in sustaining and growing our local economies. Reliable and efficient rail service is essential to the success of our businesses, the mobility of goods, and the overall quality of life for our residents. It connects our cities, state, and region to broader markets and supports the continued economic vitality of our communities.

The proposed Union Pacific–Norfolk Southern merger has the potential to significantly shape the future of this network. A well-structured merger could provide more direct routes, expand geographic reach, and promote investment in infrastructure and technology. These developments could yield tangible benefits for many of Kentucky's cities through improved service reliability, strengthened supply chain efficiency, and expanded market access.

By all accounts, this proposed consolidation would continue to maintain a strong focus on safety, sustainability, and long-term community benefits. Freight rail's contribution to reducing highway congestion and emissions already makes it a key component of sustainable transportation and this merger could further enhance those outcomes while also creating opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully evaluate this proposal, weighing both the potential benefits and opportunities it may provide for local and regional economies and the need to ensure fair, safe, and reliable rail service nationwide.

Thank you for your consideration of these comments and for your continued attention to ensuring a strong and balanced national freight rail system.

Respectfully,

James D. Chaney
Executive Director/CEO

859.977.3700
800.876.4552
100 East Vine Street, Suite 800
Lexington, KY 40507
KLC.ORG
Fax: 859.977.3703

Commonwealth of Kentucky

HOUSE OF REPRESENTATIVES

SAMARA HEAVRIN
STATE REPRESENTATIVE
HOUSE DISTRICT 18
OFFICE (502) 564-8100 EXT. 59246

CAPITOL ANNEX
702 CAPITOL AVENUE, ROOM 383
FRANKFORT, KENTUCKY 40601

Samara.Heavrin@kylegislature.gov
TOLL-FREE MESSAGE LINE
1-800-372-7181

September 25, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As state representative of District 18 in the State of Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Samara Heavrin

Samara Heavrin
State Representative
District 18

Commonwealth of Kentucky

HOUSE OF REPRESENTATIVES

WADE WILLIAMS
STATE REPRESENTATIVE
HOUSE DISTRICT 4TH
OFFICE (502) 564-8100 EXT. 59318

CAPITOL ANNEX
702 CAPITOL AVENUE, ROOM 416
FRANKFORT, KENTUCKY 40601
wade.williams@kylegislature.gov
TOLL-FREE MESSAGE LINE
1-800-372-7181

October 13, 2025

Mr. Patrick J. Fuchs, Chair
Surface Transportation Board
395 E Street S.W.
Washington, D.C. 20423

Dear Chair Fuchs:

As a state representative in Kentucky, I recognize the important role railroad freight plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits. Railroad freight contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation.

With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth. I respectfully encourage the Surface Transportation Board to carefully consider this proposal, the opportunities it may create for communities like ours, and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Wade Williams

Wade Williams
State Representative
District 4

WW/eb

Commonwealth of Kentucky

HOUSE OF REPRESENTATIVES

92nd LEGISLATIVE DISTRICT
702 Capitol Avenue, Room 307
Frankfort, KY 40601
Message Line: (800) 372-7181

502-564-8100
606-434-8113
John.blanton@lrc.ky.gov

JOHN C. BLANTON
STATE REPRESENTATIVE

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street S.W.
Washington, D.C. 20423

Dear Chairman Fuchs:

As representative of the 92nd District in Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully request the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

John C. Blanton
State Representative

JCB/jl
cc: Brandon McBride, Executive Director, Appalachian Regional Commission

Commonwealth of Kentucky

HOUSE OF REPRESENTATIVES

STATE REPRESENTATIVE
1ST LEGISLATIVE DISTRICT
350 Peppers Mill Road
Paducah, KY 42001

STEVEN J. RUDY
Majority Floor Leader

702 CAPITOL AVENUE
SUITE 304
Frankfort, KY 40601
Steven.Rudy@kylegislature.gov

September 26, 2025

The Honorable Patrick J. Fuchs, Chair
Surface Transportation Board
395 East Street, S.W.
Washington, D.C. 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Mr. Fuchs:

I am writing to express my support for the proposed Union Pacific-Norfolk Southern merger. As the state representative of District 1 in Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Steven J. Rudy
House Majority Floor Leader

SJR/sh

COMMONWEALTH OF KENTUCKY
STATE SENATE

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 East Street S.W.
Washington, D.C. 20423

Dear Mr. Fuchs:

As a Kentucky state senator, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets.

Thank you for your consideration of this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Jared Carpenter
State Senator, District 34

JC/kl

STATE CAPITOL FRANKFORT 40601

Commonwealth of Kentucky

CAPITOL ANNEX, ROOM 242
702 CAPITAL AVENUE
FRANKFORT, KENTUCKY 40601

502-564-3120
robby.mills@kylegislature.gov
Message Line 800-372-7181

SENATOR ROBBY MILLS
MAJORITY CAUCUS CHAIR
4TH SENATE DISTRICT

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As state senator for the 4th District of Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Robby Mills
State Senator
District 4

RMM|KWT

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a city councilwoman in Keokuk, IA, reliable rail service is essential for our local economy, businesses, and manufacturing. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

The City of Keokuk has a long history of being a manufacturing hub for in the region. Just this year, the city is redeveloping an 80 acre industrial area that has sat vacant for decades. With access to a transcontinental rail network, manufactured goods in Keokuk will be price-competitive in global markets and will ship out of U.S. ports faster than ever before.

On behalf of the City of Keokuk, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Dorothy A. Cackley

Dorothy Cackley
Keokuk City Council

cc: Member Schultz
Member Hedlund

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

My name is Dan Tillman, and I serve as a City Councilman representing the Fifth Ward of Keokuk, IA. I am writing to express my support for the proposed rail between Norfolk Southern and Union Pacific.

This potential partnership goes far beyond expanding the railroad industry and connecting our country's rail network. For my fellow citizens of Keokuk, this is a chance to strengthen our manufacturing base, connect our community to new consumers, and create additional jobs that will drive sustained economic growth. By doing so, this merger would help solidify Keokuk's role as a vital nexus in the flow of Midwestern manufacturing and commerce.

Although few know of our small city tucked in Iowa's southeast corner, everyday people across the nation depend on goods that pass through our central waterway and rail system. Situated at the confluence of the Des Moines and Mississippi rivers, Keokuk was proudly nicknamed the 'Gate City' in the early 1900s for its integral role in facilitating riverboat trade. While the river shaped much of our history, railroads have been equally vital to our economic development and remain critical to our future.

Keokuk's rail infrastructure, first developed in the 1850s, has long kept our local economy connected to national supply chains, allowing goods to move seamlessly between trains and riverboats. The proposed merger would build on this legacy by expanding the reach of our city's manufactured goods – such as steel castings, grain and minerals – while reducing costs. Because trains are four times more fuel efficient than trucks and a single train can carry the equivalent of 300 trucks, rail improvements like this merger will directly strengthen our competitiveness in today's just-in-time economy.

Furthermore, the combined networks of Norfolk Southern and Union Pacific would give Iowa manufacturers and farmers faster, more reliable access to ports and global markets. This expanded reach would not only strengthen Iowa's role in national commerce, but also generate new jobs and economic growth across the state, benefiting communities well beyond Keokuk.

While Keokuk possesses robust manufacturing capabilities, its competitiveness could be greatly improved by modernizing rail infrastructure and reducing both shipping times and costs. Current upgrades to the Keokuk Junction Railway are a step in the right direction, but they cannot match the long-term advantages of a NS-UP merger. Revitalizing Iowa's economy needs an all-hands-on-deck approach, and prioritizing rail projects is key to that effort.

On behalf of the citizens of 'Gate City' Keokuk, I urge the Surface Transportation Board to approve this merger so our city can reestablish itself as a hub for manufacturing and commerce. Just as railroads transformed our economy in the late 19th century, we now face a modern opportunity to deliver equally transformative growth for our community.

Thank you for your time and consideration of our interests.



Sincerely,
Dan Tillman

cc: Member Schultz
Member Hedlund

Kimberly Villella
2501 Woodland Road
Ambridge, Pa 15003

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Harmony Township, Beaver County, PA , reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long—term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail Infrastructure—enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Harmony Township, Beaver County, PA , I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring–connecting our communities regionally, nationally and across the globe.

Sincerely,
Kimberly Villella
(724) 266-1910

cc: Member Schultz
Member Hedlund

JOHN PAUL SCHUSTER
KINNEY COUNTY JUDGE
Post Office Box 348
501 S Ann Street
Brackettville, Texas 78832-0348
Office: 830-563-2401 Ext. 2
Fax: 830-563-9163

FILED FOR RECORD
at 11:03 o'clock AM
SEP 22 2025
COUNTY & DISTRICT CLERK, KINNEY CO.

9/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Kinney County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long heen an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

John Paul Schuster, County Judge

cc: Member Schultz
Member Hedlund

The Chamber
Kirkwood - Des Peres Area

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Kirkwood – Des Peres Area Chamber of Commerce, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail has always been vital to Missouri's economic strength. It moves the goods that sustain our industries, serve our farmers, and connect our communities to markets across the country. Union Pacific has been a reliable partner to our region, providing efficient, affordable, and sustainable transportation that helps local businesses grow and thrive.

In Kirkwood, the story of rail is personal. The town was established in 1853 as one of the first planned railroad suburbs west of the Mississippi. The railroad did not simply pass through—it created Kirkwood. Our historic train station remains among the busiest in Missouri—third after St. Louis and Kansas City—and operates on Union Pacific lines. The station is more than a stop; it's a gathering point, a civic landmark, and a symbol of how rail investment strengthens communities and drives local economies.

(Continued)

314-821-4161
366 S Kirkwood Rd. Kirkwood, MO 63122
Chris@TheChamber.us

October 15, 2025

The proposed merger presents an opportunity to build on that legacy and position Missouri for continued growth by:

- Improving service reliability and reducing transit times
- Expanding market access for Missouri businesses
- Encouraging new investment in modern, safe, and sustainable infrastructure

The Chamber believes this merger represents progress—for our state, our region, and the many communities like Kirkwood that were built on the strength of rail. We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the economic benefits it will deliver to businesses and families across Missouri.

Sincerely,

Chris Ley
Executive Director
Kirkwood–Des Peres Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

314-821-4161
366 S Kirkwood Rd. Kirkwood, MO 63122
Chris@TheChamber.us

KEDRICK WILLS
KLG LEADERSHIP
INTERNATIONAL LEADERSHIP DEVELOPMENT

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community member and former leader in Idaho, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

During my 30-year career in state service with the Idaho State Police, I witnessed firsthand the devastation and loss of life that increased congestion can bring, especially in a state with very adverse weather conditions. Work such as this merger can greatly assist in roadway safety. In addition to reduced roadway congestion, mergers such as this proposal can greatly increase rail safety by identifying and streamlining best safety practices. Both these and many other issues can and will save lives of both the railway workers and the public. This is in addition to the many other benefits that are identified. I currently work at the international level in roadway safety and have seen the benefits that good safety plans and practices bring to a workforce and as well as the public and I strongly believe based on my experience, that this is merger will provide a safer workplace and a more effective and efficient transportation system for all users. In short, I believe these types of merges will save lives.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Colonel Kedrick Wills, (Idaho State Police, retired)

KMAX

Oct. 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO/Owner of KMAX Inspection LLC, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail plays a vital role in Utah's economy by safely transporting goods that drive industry, support agriculture, and facilitate connections between communities and markets both nationally and internationally. Union Pacific has served as a key transportation provider for Utah, offering efficient, reliable, and cost-effective service to businesses of various sizes. The American freight rail network is integral to economic development and represents one of the most sustainable transportation methods available, contributing to reduced highway congestion and lower emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Fewer interchanges will allow goods to move faster, enabling businesses to better serve customers and compete. Shorter transit times across the US lower truck traffic and emissions.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger aims to strengthen our transportation system, boost economic growth, and keep American freight rail competitive worldwide.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kenneth Maxfield
CEO, KMAX Inspection LLC

cc: Member Schultz
Member Hedlund

Commonwealth of Kentucky

CAPITOL ANNEX, ROOM 242
702 CAPITAL AVENUE
FRANKFORT, KENTUCKY 40601

502-564-2450
max.wise@kylegislature.gov
Message Line 800-372-7181

SENATOR MAX WISE
MAJORITY FLOOR LEADER
16TH SENATE DISTRICT

September 26, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator, from Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Max Wise
State Senator, District 16

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Executive Director of the La Mirada Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our diversity and inclusion communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tammye McDuff

Tammye McDuff
Executive Director
La Mirada Chamber of Commerce

cc: Member Schultz
Member Hedlund

LARAMIE COUNTY COMMUNITY COLLEGE
Cheyenne | Laramie | Online

OFFICE OF THE PRESIDENT
Dr. Joe Schaffer

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As President of Laramie County Community College (LCCC), I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific has long been a valued partner in Wyoming's economic and workforce development. At LCCC, we recognize the vital role freight rail plays in connecting our communities, supporting local industries, and driving regional growth. Union Pacific's commitment to innovation, safety, and sustainability aligns with our mission to prepare students for meaningful careers in a rapidly evolving economy.

Our collaboration with Union Pacific has helped bridge the gap between education and employment, offering students hands-on learning experiences through grant partnerships with Union Pacific and access to high-demand career pathways. This merger presents an opportunity to expand those efforts, creating a stronger, more resilient rail network that benefits education, businesses and the workforce.

Union Pacific's legacy in Wyoming is deeply rooted – from its historical role in shaping our community to its ongoing contributions to education and commerce. We believe this merger will build on that legacy and help secure a prosperous future for our state.

On behalf of LCCC, I respectfully urge the Surface Transportation Board to approve this merger, recognizing the benefits it will bring to Wyoming, our region and the national economy.

Sincerely,

Joe Schaffer
President, Laramie County Community College

cc: Member Schultz
Member Hedlund

LARAMIE COUNTY COMMUNITY COLLEGE FOUNDATION

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of the Laramie County Community College (LCCC) Foundation, I am writing to express our enthusiastic support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific has been a steadfast partner in advancing education and workforce development in Wyoming. Since 1992, the company has generously supported the LCCC Foundation through philanthropic gifts that have helped enhance student success, support hands-on learning opportunities and strengthen our community's economic vitality. Their commitment to investing in people and potential has made a lasting impact on our students and the region we serve.

The proposed merger represents an opportunity to build on this legacy. It will create new opportunities for collaboration between industry and education. As the demand for skilled workers continues to grow, Union Pacific's leadership in educational advancement for our youth and workforce development will be more important than ever.

Union Pacific's enduring presence in Wyoming and its long-standing partnership with LCCC reflect a shared commitment to progress, opportunity, and community. We respectfully urge the Surface Transportation Board to approve this merger and support the continued advancement of freight rail as a driver of economic and educational growth.

Sincerely,

Lisa Trimble
Vice President, Advancement
LCCC Foundation

cc: Member Schultz
Member Hedlund

October 25th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a resident of the El Paso/Las Cruces area, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. I commute along Interstate 10 for roughly 2 hours, 5 days a week and I'd like to vehemently support increased freight rail as a method of transporting goods in this region, alleviating a percentage of over-the-road hauler congestion.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Lauren Zimmerman

New Mexico resident, El Paso commuter

cc: Member Schultz
Member Hedlund

Law Office Of
Tully Shahan
401 South Ann Street
Post Office Box 367
Brackettville, Texas 78832

Phone: (830) 563-2462
Facsimile: (830) 563-9240

Email: jtsjwj@yahoo.com
Email: tslawca@yahoo.com

November 5, 2025

Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am the former County Judge in Kinney County, Texas and served as County Judge in 2015 when Union Pacific opened the New Railport in Spofford, Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. We locally have benefited greatly from Union Pacific's investment in Kinney County which is why it is important to have a healthy rail network in Kinney County and across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation

C/kc/up:20251104

network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,

TULLY SHAHAN
Attorney at Law

TS/d

cc: Member Schultz
Member Hedlund

C/kc/up:20251104

LEADERS FOR A BETTER LOUISIANA
C100 • CABL
450 Laurel Street, Suite 1900
Baton Rouge, LA 70801

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of Leaders for a Better Louisiana, we support the Union Pacific and Norfolk Southern merger. This merger will create America's first transcontinental railroad, seamlessly connecting over 50,000 route miles across 43 states to transform the U.S. supply chain, improve the competitiveness of the national rail network, and create new sources of economic growth and workforce opportunity.

In Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed merger offers an opportunity to strengthen these connections and deliver long-term benefits, such as faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure—enhancing safety, creating jobs and ensuring that the communities of our state remain competitive in a growing economy.

The joining of Union Pacific and Norfolk Southern will create efficiency and further investment opportunities for Louisiana. On behalf of Leaders for a Better Louisiana, I respectfully ask the Surface Transportation Board to approve this merger.

Sincerely,

Adam Knapp
CEO

c: Member Michelle Schultz
Member Karen Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

As a policy research organization that examines issues of U.S. competitiveness, supply chain resilience, and market-based innovation, the Lexington Institute supports the proposed Union Pacific and Norfolk Southern merger as a crucial opportunity to modernize the nation's freight infrastructure and strengthen the performance, connectivity, and resilience of America's supply chains.

The merger will create America's first transcontinental railroad, spanning more than 50,000 route miles across 43 states and connecting nearly every corner of North America. It represents a pivotal step toward modernizing critical freight corridors, improving intermodal coordination, and driving economic growth across regions nationwide.

Faster and more reliable freight services will help businesses expand, reduce costs, and operate more efficiently across various industries. These improvements will enhance productivity and enable companies to respond more effectively to evolving market needs.

The merger will also strengthen the foundation of the U.S. economy by revitalizing domestic manufacturing, bringing jobs back home, and supporting sustainable growth in every region of the country.

These economic gains will be felt at every level of the marketplace, as consumers will benefit from reduced friction and single-line service that moves goods more efficiently across the country. Eliminating excess car touches and interchanges will reduce transit times, ensuring products reach stores and homes more quickly and reliably.

Beyond the direct benefits to businesses and consumers, the merger also represents a significant advancement for the rail industry itself. **The merger enhances railroad competitiveness by creating a more efficient and interconnected network that delivers faster and more reliable service.**

At the same time, it sets a high regulatory standard through transparent oversight, strong public accountability, and a clear commitment to fair competition and safety.

For these reasons, we urge the Surface Transportation Board to approve the Union Pacific- Norfolk Southern merger. This partnership will strengthen U.S. industry, create economic opportunity, and set a high standard for modernizing America's freight network.

Sincerely,

Lexington Institute

cc: Member Michelle Schultz
Member Karen Hedlund

Liberal Kansas

LIBERAL CHAMBER OF COMMERCE

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of the Liberal, Kansas Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Rozelle Webb

cc: Member Schultz
Member Hedlund

4 ROCK ISLAND ROAD
TELEPHONE (620) 624-3855

P.O. BOX 676
FAX (620) 624-8851

LIBERAL, KANSAS 67901
EMAIL: info@liberalkschamber.com
www.liberalkschamber.com

Gerald Kolarik
Liberty County Commissioner Pct. 4
P.O. Box 88
Dayton, Tx 77535

10/20/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Commissioner of Liberty County Precinct 4, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



cc: Member Schultz
Member Hedlund

LINCOLN
PRESIDENTIAL FOUNDATION

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President and CEO of the Lincoln Presidential Foundation, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. We are proud to have a longstanding partnership with Union Pacific which has benefited the Lincoln Presidential Foundation's nonprofit work for decades. It was President Abraham Lincoln who signed the Pacific Railway Act that created Union Pacific. It is out of this shared historical connection and decades-long association that we strongly support this merger and believe it will be beneficial for our state and nation.

Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network has been critical to our nation's economic growth *since its inception*. It is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

We understand the proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for communities, shippers, consumers, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

President Lincoln recognized the crucial role that improved infrastructure plays in our regional and national economic success. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the tremendous, historic benefits it will bring to our state and the national economy.

Sincerely,

Erin Carlson Mast
President & CEO

cc: Member Schultz
Member Hedlund

LINN COUNTY BOARD OF COMMISSIONERS

WILL TUCKER
Commissioner

SHERRIE SPRENGER
Commissioner

ROGER NYQUIST
Commissioner

Linn County Courthouse
P.O. Box 100, Albany, Oregon 97321
(541) 967-3825 FAX: (541) 926-8228

DARRIN L. LANE
Administrative Officer

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: <u>Support for Union Pacific and Norfolk Southern Merger</u>

As a community leader in Linn County, I write to emphasize the critical importance of reliable rail service to our local economy, businesses and residents. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. The proposed merger between Union Pacific and Norfolk Southern presents a unique opportunity to strengthen these vital connections and deliver long-term benefits to our region.

This merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also signals continued investment in rail infrastructure—enhancing safety, creating jobs, and ensuring that Linn County remains competitive in a rapidly evolving economy.

On behalf of our community, I respectfully urge the Surface Transportation Board to approve this merger. Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation, as well as the efficiencies, investments, and opportunities it offers will help connect Linn County not only regionally and nationally, but globally as well.

Sincerely,

Roger Nyquist
Linn County Chairman

LITTLE ROCK REGIONAL CHAMBER
LOVE. LITTLE ROCK

littlerockchamber.com
chamber@littlerockchamber.com
501.374.2001

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As the President and CEO of the Little Rock Regional Chamber, we're responsible for the existing and current economic development work for the Little Rock Port Authority. Our intermodal transportation facilities provide national and international companies with seamless and nimble logistic channels from the heart of the United States. Economic development is significantly impacted by access to customers and new markets. We understand the vital role freight rail plays in supporting our regional economy, businesses, and residents.

The proposed Union Pacific–Norfolk Southern merger could significantly enhance the network by providing more direct routes, extending geographic coverage, while promoting investments in infrastructure and technology. Our regional rail community stands to benefit from improved service reliability, enhanced supply chain efficiency, and increased access to new markets. However, it is crucial to ensure that these developments maintain a balance between efficiency, safety, sustainability, and long-term community benefits.

The use of freight rail contributes to reduced highway congestion and emissions, thereby serving as a vital component of sustainable transportation. This merger has the potential to enhance service reliability, support local industries, and generate opportunities for additional infrastructure development and employment expansion.

We respectfully request the Surface Transportation Board thoroughly evaluate this proposal, taking into account both the potential benefits for communities and regions like central Arkansas along with expanding secure and sustainable rail services on a national and international scale.

Sincerely,

Jay Chesshir
President and CEO

One Chamber Plaza | Little Rock, AR 72201

LOS ANGELES AREA
CHAMBER OF COMMERCE

Maria S. Salinas
President & CEO

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Los Angeles Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

350 S. Bixel St. | Los Angeles, CA 90017 | P: 213.580.7500 | F: 213.580.7511 lachamber.com

Accredited Chamber
U.S. Chamber of Commerce

Maria S. Salinas
President & CEO

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Maria S. Salinas

Maria S. Salinas
President & CEO
Los Angeles Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

350 S. Bixel St. | Los Angeles, CA 90017 | P: 213.580.7500 | F: 213.580.7511 lachamber.com

Accredited Chamber
U.S. Chamber of Commerce

Jeff Landry
Governor

LOUISIANA ECONOMIC DEVELOPMENT

Susan Bonnett Bourgeois
Secretary

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of Louisiana Economic Development (LED), I am writing to express our full support for the proposed merger of Union Pacific and Norfolk Southern.

Louisiana's robust infrastructure assets power global and domestic commerce and supply chains, supporting the movement of our state's agricultural, energy, petrochemical commodities, and more, to the world. Strong freight rail networks are a crucial component of our success in driving regional, national, and global market connections, and Union Pacific has long served as an integral partner in maintaining Louisiana's competitive edge in the logistics sector, a core industry that fuels our global market connections and serves as one of the state's largest sectors by employment.

The Union Pacific and Norfolk Southern merger presents an opportunity to strengthen this ongoing partnership and harness Louisiana's existing logistics advantages to grow economic opportunity. LED is confident that the proposed merger will enhance reliability and speed-to-market within Louisiana's freight rail system by enabling more direct transit routes, reducing congestion and service disruptions, accelerating advanced technology, and enhancing safety systems. Enabling these improvements to overall system performance will cement our state's reputation as an ideal location for businesses involved in shipping, manufacturing, and distribution, and further catalyze the creation of jobs and economic opportunity for the people of Louisiana.

LED respectfully urges the Surface Transportation Board to approve this merger that will grow Louisiana's global leadership in energy, agribusiness, trade, and beyond, and support enduring economic opportunity for businesses and citizens across our state and nation.

Sincerely,



Susan Bonnett Bourgeois
Secretary
Louisiana Economic Development

BOARD OF DIRECTORS

RANDY K. HAYNIE
Chair, Lafayette

JOHN BARBRY
Marksville

TY BROMELL
Baton Rouge

CHRISTOPHER E. CENAC SR.
Houma

REBECCA COLLINS
New Iberia

STEWART EWING
Monroe

FAYE FLANAGAN
Alexandria

MARK GREMILLION
Lafayette

SHERRY GUARISCO
Baton Rouge

PHEBE HAYES
New Iberia

LINDA HOLYFIELD
Monroe

LIZ MANGHAM
Baton Rouge

KELLEN MATHEWS
New Orleans

MELINDA MINTZ
New Orleans

JODY MONTELARO
Baton Rouge

NATHAN PONDER
Pineville

LAURA PRISCO
Madisonville

WENDELL RILEY
Shreveport

DAVID R. "ROCKY" ROCKETT JR.
Shreveport

ARMAN SADEGHPOUR
New Orleans

MARIE MOYSE SCHLESINGER
Metairie

AMAL SHAMIEH
Lake Charles

SHARLENE SINEGAL-DECUIR
New Orleans

KATHY VICTORIAN
Baton Rouge

SHARONDA WILLIAMS
New Orleans

HOLLY WILSON
Alexandria

MIRANDA RESTOVIC
Executive Director,
New Orleans

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the New Orleans region, I am writing to offer the Louisiana Endowment for the Humanities' support for Union Pacific. The Union Pacific Foundation has long been an important community partner in our work to improve educational outcomes across Louisiana.

The Union Pacific Foundation has supported our Prime Time family literacy programs since 2012. Prime Time programs promote school and reading readiness while creating a lifelong connection to - and love of - reading for our most economically and educationally vulnerable children and families. Union Pacific Foundation has helped LEH grow this important program, which received the 2025 Library of Congress Literacy Awards American Prize. With sustained support, we have also introduced innovative at-home literacy supports like Prime Time Boxes and family workshops. Union Pacific is also a regular supporter of our Bright Lights Awards Dinner, which recognizes and preserves the legacies of Louisianans who have made significant contributions to our state's culture.

Union Pacific sets a high standard for corporate community engagement, and their partnership has greatly contributed to our work and that of countless other organizations around our state.

Sincerely,

Miranda Restovic
President/Executive Director

cc: Member Schultz
Member Hedlund

938 LAFAYETTE STREET, SUITE 300 • NEW ORLEANS, LA 70113 • 504.523.4352 • LAHUM@LEH.ORG

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Louisiana Gateway Port, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger strengthens our transportation system, boosts economic growth, and keeps American freight rail competitive. It especially supports the Louisiana's West Bank Rail realignment between Westwego and Gretna's Peters Road bypass, a project that benefits the region's economy and public safety.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Charles Tillotson
Executive Director - CEO

cc: Member Schultz
Member Hedlund

State of Louisiana
OFFICE OF THE GOVERNOR
P.O. BOX 94004
BATON ROUGE
70804-9004

Jeff Landry
Governor

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Governor of the great state of Louisiana, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Here in Louisiana, freight rail isn't just a line on a map; it's a lifeline for our economy. It moves our sugar, rice, soybeans, and timber. It delivers the steel, fuel, and chemicals that power our plants, ports, and refineries. And it keeps our farmers, workers, and small businesses connected to markets across America and around the world. Union Pacific has been a trusted partner in this work for generations, providing reliable, cost-effective service that helps Louisiana compete and grow.

This merger represents an opportunity to strengthen that partnership and deliver clear benefits for Louisiana families, communities, and industries, including:

- Improved Reliability: More direct routes and flexibility to avoid service disruptions.
- Faster Transit: Cutting out interchanges so our products get to customers more quickly and competitively.
- Stronger Investment: A more resilient transcontinental network with modern infrastructure, advanced technology, and stronger safety systems.
- Broader Reach: Expanding access to new markets for Louisiana's goods while boosting supply chain resilience.

This is about more than two railroads. It's about securing Louisiana's place as a leader in energy, agriculture, and trade. It's about strengthening America's transportation backbone and keeping freight rail globally competitive.

For these reasons, I strongly urge the Surface Transportation Board to give full and favorable consideration to this proposal and the benefits it will bring not only to Louisiana but to the entire country.

Sincerely,

Jeff Landry
Governor

Louisiana Public Service Commission

POST OFFICE BOX 83209
BATON ROUGE, LOUISIANA 70884
225-765-5031

Jean-Paul P. Coussan
Commissioner

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Public Service Commissioner of District II of Louisiana, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jean- Paul Coussan
Public Service Commissioner
District II

cc: Member Schultz
Member Hedlund

LOUISIANA DEPARTMENT OF TRANSPORTATION & DEVELOPMENT
Glenn Ledet, Jr.
Secretary

Office of the Secretary
PO Box 94245 | Baton Rouge, LA 70804-9245
ph: 225-379-1200 | fx: 225-379-1851

Jeff Landry
Governor

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger,
Docket Number: FD 36873

Dear Chairman Fuchs:

As Secretary of the Louisiana Department of Transportation and Development, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Glenn P. Ledet, Jr.
Secretary

GL:kj

LOUISIANA HOUSE OF REPRESENTATIVES

312 North Main Street
Marksville, LA 71351
hse028@legis.la.gov
Office: 318.253.8891
Fax: 318.253.6377

COMMITTEE ASSIGNMENTS:
Commerce - Chairman
Atchafalaya Basin Program Oversight
Joint Legislative Committee on Technology and Cybersecurity

DARYL DESHOTEL
State Representative ~ District 28

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of Louisiana's House District 28, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Daryl Deshotel
State Representative, District 28

cc: Member Schultz
Member Hedlund

LOUISIANA HOUSE OF REPRESENTATIVES

122 North State Street
Suite 100
Abbeville, LA 70510
Phone: (337) 893-5035
Fax: (337) 740-5035
hse047@legis.la.gov

RYAN BOURRIAQUE
State Representative ~ District 47

COMMITTEE ASSIGNMENTS:
Transportation, Highways and Public Works - Chairman
Joint Legislative Committee on Capital Outlay
The Energy Council – Executive Committee Member
Water Sector Commission

October 13, 2025

In July, Union Pacific announced our agreement to merge with Norfolk Southern. This merger will create America's first transcontinental railroad, seamlessly connecting over 50,000 route miles across 43 states to transform the United States supply chain, improve the competitiveness of the national rail network, and also create new sources of economic growth and workforce opportunity. Our announcement was just the first step in the process. The proposed combination is subject to Surface Transportation Board (STB) review and approval, customary closing conditions and shareholder approval.

As state representative I fully support this project.

Sincerely,

Ryan Bourriaque
Louisiana State Representative
District 47

BETH MIZELL
State Senator - District
12

SENATE
STATE OF LOUISIANA

Commerce, Consumer Protection
and International Affairs
Chairwoman
Louisiana Legislative
Women's Caucus
Chairwoman
Education
Judiciary A
Revenue and Fiscal Affairs
Joint Legislative Committee
on Capital Outlay
Joint Select Committee on
Louisiana Economic Recovery
Legislative Audit Advisory Council

October 24, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senator of the Louisiana Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Beth Mizell
State Senator
District 12

cc: Member Schultz
Member Hedlund

P.O. Box 16, 1051 Main Street, Franklinton, LA70438
Telephone (985) 839-3936 . Fax (985) 839-7714
mizellb@legis.la.gov

P.O. Box 269
7674 US Hwy 167
Ville Platte, LA 70586
(337) 461-2595
(833) 924-1008
sen28@legis.la.gov

SENATE
STATE OF LOUISIANA

COMMITTEES
Finance, Vice Chairwoman
Judiciary C
Health and Welfare
Transportation, Highways and Public Works

Heather Cloud
State Senator ~ District 28

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As a Louisiana State Senator representing District 28, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has been a trusted partner for Louisiana for many years, delivering dependable, efficient, and cost-effective service to businesses big and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation, helping to reduce highway congestion and emissions.

This merger is an important opportunity to strengthen that network and bring real benefits to shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and keep schedules dependable.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, allowing our businesses to reach customers faster and stay competitive.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for Louisiana's products and strengthen our supply chain resilience.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic growth in Louisiana, and keeping American freight rail competitive on the global stage.

P.O. Box 269
7674 US Hwy 167
Ville Platte, LA 70586
(337) 461-2595
(833) 924-1008
sen28@legis.la.gov

SENATE
STATE OF LOUISIANA

COMMITTEES
Finance, Vice Chairwoman
Judiciary C
Health and Welfare
Transportation, Highways and Public Works

Heather Cloud
State Senator ~ District 28

I respectfully urge the Surface Transportation Board to give careful consideration to this proposal, recognizing the benefits it will bring to our state and the nation.

Sincerely,

Heather Cloud
Senator, District 28

cc: Member Schultz
Member Hedlund

Thomas A. Pressly IV
State Senator
District 38

Chairman Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873**

Dear Chairman Fuchs:

As a Senator of the State of Louisiana, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Thomas A. Pressly IV

cc: Member Schultz
Member Hedlund

318.862.9920 900 Pierremont Road, Ste. 119 Shreveport, Louisiana 71106 sen38@legis.la.gov

PATRICK CONNICK
State Senator
District 8

SENATE
STATE OF LOUISIANA

COMMITTEES
Transportation, Highways and Public Works, Chairman
Commerce, Consumer Protection and International Affairs
Environmental Quality
Revenue and Fiscal Affairs
Senate Select Committee on Homeland Security
Joint Legislative Committee On Capital Outlay

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Staten Senator of District 8, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

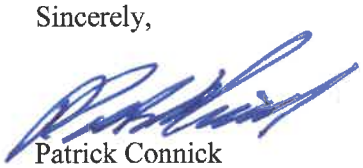
- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

5201 Westbank Expressway, Suite 315, Marrero, LA 70072
Phone (504) 371-0240 or (225) 342-2040 • Fax (504) 347-4526
connickp@legis.la.gov

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Patrick Connick
Chairman of Senate Transportation

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger – Docket FD 36873

Dear Chairman Fuchs,

On behalf of Love and Protect Utah, we are writing in support of the proposed Union Pacific-Norfolk Southern merger.

Our nonprofit works to promote outdoor stewardship, community engagement, and responsible recreation across Utah. Through our programs, we have engaged thousands of residents in cleanup events, education, and service projects that rely on strong, dependable infrastructure.

Reliable rail transportation plays an important role in reducing congestion, supporting local jobs, and strengthening the systems our communities depend on. Union Pacific has been a supportive partner in community-focused initiatives, and we believe this merger will expand capacity, improve safety, and provide long-term benefits for regions like ours.

For these reasons, Love and Protect Utah respectfully encourages the Surface Transportation Board to approve the merger.

Sincerely,

Love and Protect Utah Non-Profit Board

https://www.loveandprotectutah.com/

12033 South Lone Peak Parkway
Draper, UT 84020

LOVELAND LIVING PLANET AQUARIUM

801.355.3474 | livingplanetaquarium.org
info@livingplanetaquarium.org

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization in Salt Lake City, Utah, Loveland Living Planet Aquarium (LLPA) cannot speak to the proposed merger, but would like to share firsthand experience with Union Pacific Railroad's commitment to our mission of inspiring people to explore, discover, and learn about Earth's diverse ecosystems.

LLPA is a 501(C)(3) nonprofit committed to educating our community, especially through our groundbreaking outreach program, which visits every fourth-grade class in the state, at no cost to students or their families. In this program, our educators transport Ambassador Animals, which are trained specifically for these presentations, directly to students as real-life examples of the lessons on adaptations and biology that they are already learning in school. Our outreach curriculum aligns with state standards and ensures that every child in Utah, regardless of their location or economic status, has access to our innovative education initiatives. LLPA animals and habitats provide a well-rounded STEAM education that inspires students to care for the world around them. Bringing this education directly to classrooms ensures that no child is left behind.

This past spring, we applied for, and were later awarded, a grant through the Union Pacific Railroad Community Ties Giving Program to further our outreach initiatives. By approving this funding, Union Pacific demonstrated their community support and dedication to enriching the lives of Utah's children. Through this support, LLPA is able to fund travel expenses and educational resources to expand our reach to even the most remote communities, many of which are also served by Union Pacific railroad lines. As Union Pacific employees often reside in rural areas with limited educational resources for their children, the extension of our outreach education program is a direct benefit to them, their families, and their community. Together, we are fostering stewardship for the environment and for life on Earth by furthering equitable innovations in educational opportunities. Of which, our outreach program is just the beginning.

On behalf of Loveland Living Planet Aquarium, I respectfully request the Surface Transportation Board consider the significant positive impact Union Pacific has had on our community. Their dedication to those they serve is shown through the impact LLPA has on its students. Together, we are breaking barriers by bringing an impactful STEAM education to each of Utah's students, and thus promoting brighter, more sustainable futures for them.

Sincerely,

Harley Preston
Development Coordinator

Cc: Member Schultz
Member Hedlund

LESTER M. MILLER
MAYOR

OFFICE OF THE MAYOR

Macon-Bibb County

700 POPLAR STREET
P.O. BOX 247
MACON, GEORGIA 31202-0247
(478) 751-7170
FAX (478) 751-7931

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Norfolk Southern & Union Pacific Merger

Dear Chairman Fuchs:

As the Mayor of Macon-Bibb, Georgia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth. It is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads. It is about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Lester M. Miller
Mayor, Macon-Bibb County, Georgia

cc: Member Schultz
Member Hedlund

MAIN STREET TRENTON

The Honorable Patrick J.
Fuchs Chairman Surface
Transportation Board 395 E
Street SW Washington, DC
20423

2 May, 2028

Dear Chairman Fuchs:

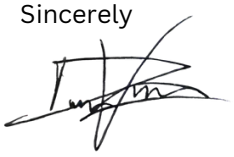
As we look at the progress we have made in our community to preserve our historic architecture through economic development and aesthetic revitalization, the strides we have made can in a large way be attributed to the support we have gained from the Union Pacific Community Ties Giving Program grant.

The funds Union Pacific has continued to provide us allows our support of downtown Trenton property owners with renovations of their buildings through our facade grants. The facade program is a versatile matching grant that can be used for the many improvements to the exterior of downtown properties.

The economic impact has been not only increased revenue for downtown businesses, but an increase in developer confidence that has lead to more properties being invested in. The increased investment in property infrastructure has also furthered our preservation goals and initiatives.

On behalf of Main Street Trenton, I respectfully ask the Surface Transportation Board to consider approving this merger so that this support of our community and so many like ours can not only continue but also grow.

Sincerely



Dahlton Luke Vale
Executive Director
-Main Street Trenton-
Trenton Downtown Improvement Association

123-456-7890 hello@reallygreatsite.com @reallygreatsite

Manhattan Area Chamber of Commerce Kansas

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of the Manhattan Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

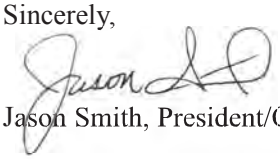
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Jason Smith, President/CEO

cc: Member Schultz
Member Hedlund

501 Poyntz Avenue • Manhattan, KS 66502-6005
785-776-8829 • Manhattan.org • chamber@manhattan.org

Accredited Chamber U.S. Chamber of Commerce

870.739.6041
beth.wilson@marionarkansas.org
13 E. Military Rd. Marion, AR 72364

10/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Director of Economic Development for the City of Marion, Arkansas, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail plays a vital role in Marion's economy and throughout the Delta region, connecting our industries, supporting our farmers, and ensuring efficient access to national and international markets. Union Pacific has long been a trusted partner in our region, providing reliable and cost-effective services that enable our businesses to compete and thrive.

Rail transportation also provides significant environmental and community benefits by helping to reduce highway congestion, lower roadway maintenance costs, and reduce emissions. Every carload of freight moved by rail keeps trucks off the highway, reducing traffic and making travel safer for our residents and visitors.

The proposed merger presents a significant opportunity to strengthen America's freight rail system and enhance service to communities like ours. Key benefits include:

- Improved Service Reliability: More direct routes and operational flexibility will help minimize disruptions and ensure consistent service for our shippers.
- Reduced Transit Times: Streamlined interchanges will enable goods to move more efficiently, enhancing competitiveness for local and regional industries.
- Increased Investment: A unified network will be better positioned to invest in infrastructure, technology, and safety improvements
  that benefit communities along the line.
- Expanded Market Reach: A broader geographic footprint will open new opportunities for Arkansas products and strengthen overall supply chain resilience.
- Sustainability Gains: Rail remains one of the most fuel-efficient and environmentally friendly modes of freight transportation, supporting national goals for cleaner, more sustainable commerce.

This merger represents more than just a business transaction—it's an investment in the future of America's transportation network and in the continued economic growth of communities like Marion.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing its importance to regional and national commerce.

Sincerely,

Beth Wilson

Beth Wilson, MBA
Director, Economic Development

cc: Member Schultz
Member Hedlund

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to share my recently published op-ed, "America's Economy Needs a Robust Freight Network," which appeared in the *DC Journal* on August 19, 2025. I am submitting this op-ed for the Board's consideration in support of the Union Pacific (UP) and Norfolk Southern (NS) merger that is currently under review. As a long-time policy expert, I believe that I have the qualifications to speak to the benefits of a revitalized freight system for America's economy.

This merger will strengthen America's economy by creating a seamless transcontinental network that moves goods more efficiently across the country. A coast-to-coast will also help rebuild domestic manufacturing by improving supply chains, allowing American producers to source materials and ship products more efficiently and at lower costs. This productivity will make American goods more competitive globally while reducing transit times, minimizing interchanges, and presenting shippers with a more cost-effective freight option, benefiting both business and consumers.

An investment in a unified rail network is also an investment in the future of good-paying American jobs. With UP and NS committing to retaining and growing their workforce, train crews, engineers, mechanics, and signal technicians will continue to play critical roles. As traffic increases on a more efficient rail system, the demand for skilled workers will grow, with job growth particularly benefiting America's overlooked communities and overall economy.

While arguments have been made regarding the effects of rail consolidation, the ultimate outcome of this merger is the enhancement of competition. From reclaiming freight from Canadian rail, to offering a better alternative to trucking, a more competitive rail network will drive national economic growth.

I believe that this op-ed adds a well-reasoned argument of support to the UP-NS merger, highlighting the various ways in which a unified rail network can strengthen America's economy through greater emphasis on rebuilt domestic manufacturing.

Please find a copy of the published piece attached. Thank you for your consideration of the matter and efforts to ensure a competitive transcontinental rail network, and I encourage you to approve this merger.

Best,
Charles Sauer
Market Institute

DC JOURNAL
AN INSIDESOURCES PUBLICATION

America's Economy Needs a Robust Freight Network

Posted to Finance August 19, 2025 by Charles Sauer

Revitalizing American manufacturing has become a political priority. However, there is widespread agreement that the U.S. should reduce its dependence on foreign supply chains, rebuild domestic industrial capacity, and compete more effectively with economic rivals.

We can't just play defense by using trade policy and tariffs; we also need to go on the offensive by building the U.S. economy. That means the government needs to get out of the way — reduce regulations, strengthen property rights and allow businesses to make their decisions, particularly regarding freight, the suppliers of the supply side.

Unfortunately, parts of our freight system haven't kept pace with modern economic demands. While American railroads remain essential to long-distance shipping, the current network at times suffers from inefficiencies that slow commerce and raise costs. Regulations, labor issues, fragmentation, handoffs between carriers, and bottlenecks in cities like Chicago and St. Louis can create delays for shippers and undermine the global competitiveness of U.S. producers.

Meanwhile, Canadian railroads and trucking companies have gained a competitive edge by offering more integrated, coast-to-coast service while also enjoying fewer regulations.

The government's thumb is firmly on these markets and driving the move to trucking. We need less regulation to remove the government's thumb. Less regulation would put these industries on equal footing, increasing innovation in both markets and allowing businesses to make better decisions. For instance, while trucks will always be essential for short-haul and final-mile delivery, rail is four times more fuel-efficient than trucks, making it a more efficient option for large-scale freight movement.

The government also needs to allow the players in these markets to make the decisions they believe would make their companies better and more competitive.

For example, there is a proposed merger between Union Pacific and Norfolk Southern. The merger offers a practical step toward addressing structural challenges in rail to help ensure our country remains competitive on a global scale. While it doesn't reduce the regulations harming these companies or reduce labor pressure on the companies, it does create a seamless, transcontinental network. The merger could enable goods to move more directly and reliably across the country, cutting costly interchanges and simplifying logistics for manufacturers, farmers and retailers.

These efficiencies could deliver not just a more efficient rail system but one that supports the broader goals of strengthening domestic industry and making American businesses more globally competitive.

Beyond its transportation benefits, establishing a coast-to-coast railroad through the Union Pacific and Norfolk Southern merger supports a key national objective: rebuilding the U.S. manufacturing base. Supply-chain disruptions in recent years have shown how critical dependable logistics are for keeping plants running and shelves stocked. Every day saved in transit, every reduction in shipping cost, and every improvement in network reliability directly affects whether American-made goods can compete with foreign alternatives.

A more unified rail system will reduce transit times, cut the number of handoffs, and provide shippers with a more predictable and cost-effective freight solution. That's good for businesses and consumers, who benefit from lower prices and fewer shortages.

And a good way to create even more innovation in trucking and rail.

A stronger domestic rail network also supports good-paying American jobs. The combined company has committed to retaining and growing its skilled workforce, including train crews, engineers, mechanics and signal technicians. With increased traffic on a more efficient network, demand for these jobs will grow, especially in regions that stand to gain from improved access to rail infrastructure. That means new opportunities for workers in communities that have long been overlooked in national economic planning.

Some perennial critics of rail consolidation have raised their past concerns about consolidation, but this merger is not about reducing competition. On the contrary, it enhances it. It allows American railroads to compete more effectively with their Canadian counterparts and offers shippers a stronger alternative to trucking. It's a pro-competition, pro-growth approach that addresses immediate logistical challenges and long-term national priorities.

At a moment when policymakers are focused on reshoring industry, stabilizing supply chains and reducing our reliance on fragile international networks, this merger arrives at the right time. It strengthens U.S. freight capacity, supports industrial growth and reinforces American competitiveness in a demanding global economy.

The regulators at the Surface Transportation Board, who are charged with reviewing this proposal, should approve the merger, not just as a sound business move but as a strategic investment in the country's economic future.

Charles Sauer is president of the Market Institute. He is the author of "Profit Motive: What Drives the Things We Do."

MARSHALLTOWN AREA CHAMBER OF COMMERCE

9/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Marshalltown Area Chamber of Commerce in Marshalltown, Iowa, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Marshalltown is home to a diverse economy rooted in advanced manufacturing, agriculture, and food processing. Global companies such as Emerson, Lennox, and JBS, along with countless small businesses and family farms across central Iowa, depend on efficient, reliable freight rail to move products to customers and markets across the nation and world. Freight rail is not just a cornerstone of Iowa's economy, it is the backbone that connects our businesses, sustains jobs, and supports growth in our communities. Union Pacific has long been an essential transportation partner for our state and businesses, providing efficient, reliable and cost-effective service. The American freight rail network is not only critical to our economic growth, but also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads, it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail

remains globally competitive. For communities like Marshalltown, where employers depend on rail to connect with markets and where our workforce depends on those employers for stability and opportunity, the stakes are high, and the benefits are clear.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.



John Hall
President & CEO
Marshalltown Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

Mike Griffith
Legislative District 35A
Cecil and Harford Counties

Ways and Means Committee
Subcommittees
Election Law
Local Revenues



The Maryland House of Delegates
6 Bladen Street, Room 423
Annapolis, Maryland 21401
410-841-3444 · 301-858-3444
800-492-7122 *Ext.* 3444
Mike.Griffith@house.state.md.us

THE MARYLAND HOUSE OF DELEGATES
Annapolis, Maryland 21401

10/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Maryland Delegate representing Harford and Cecil Counties, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Mike Griffith

_____
Delegate Mike Griffith
Harford and Cecil Counties
Ways and Means Committee

cc: Member Schultz
Member Hedlund

Gary Simmons
Legislative District 12B
Anne Arundel County

Judiciary Committee
Subcommittees
Criminal Law and Procedure
Family and Juvenile Law



The Maryland House of Delegates
6 Bladen Street, Room 152
Annapolis, Maryland 21401
410-841-3581 · 301-858-3581
800-492-7122 *Ext.* 3581
Gary.Simmons@house.state.md.us

THE MARYLAND HOUSE OF DELEGATES
ANNAPOLIS, MARYLAND 21401

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Delegate in Anne Arundel County, District 12b, I write to express my support for the proposed merger between Union Pacific and Norfolk Southern, which would create America's first transcontinental railroad. This historic partnership represents a forward-looking investment in our nation's transportation future—one that can strengthen Maryland and the United States economic competitiveness while enhancing safety, efficiency, and sustainability.

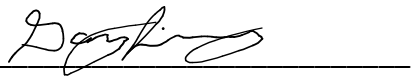
Freight rail has long played a critical role in supporting our regional economy, connecting Maryland's businesses, ports, and industries to national and global markets. The integration of Union Pacific and Norfolk Southern promises to expand this network through more direct routes, modernized infrastructure, and coordinated operations that will deliver greater reliability for shippers and communities alike. These improvements would not only support local businesses but also encourage continued investment and innovation in rail technology and workforce development.

Importantly, this merger would preserve and strengthen union jobs—ensuring that the skilled workers who have powered America's rail system for generations continue to be part of its future. By fostering collaboration between labor and management, the combined network could set a new standard for safety, operational excellence, and economic opportunity.

Communities across Maryland would further benefit from reduced highway congestion, lower emissions, and decreased road maintenance costs as freight shifts from trucks to rail. A stronger, more resilient rail network supports both environmental goals and quality of life, providing a model of sustainable growth that other industries can follow.

I respectfully urge the Surface Transportation Board to give this proposal full and fair consideration, recognizing the broad benefits it offers to Maryland, to our national economy, and to the long-term health of the U.S. transportation system. With careful oversight, this merger can be a milestone in building a safer, greener, and more competitive America.

Sincerely,



Delegate Gary Simmons
Anne Arundel County, District 12B

GUY GUZZONE
Legislative District 13
Howard County

Chair
Budget and Taxation Committee



Miller Senate Office Building
11 Bladen Street, Suite 3 West
Annapolis, Maryland 21401
410-841-3572
800-492-7122 *Ext.* 3572
Guy.Guzzone@senate.maryland.gov

THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator in Maryland, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Guy Guzzone
Senator

cc: Member Schultz
Member Hedlund

PAUL D. CORDERMAN
Legislative District 2
Frederick and Washington Counties

Budget and Taxation Committee

Subcommittees
Capital Budget
Education, Business and Administration



THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

James Senate Office Building
11 Bladen Street, Room 403
Annapolis, Maryland 21401
410-841-3903 · 301-858-3903
800-492-7122 Ext. 3903
Paul.Corderman@senate.state.md.us

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Maryland State Senator representing both Frederick & Washington Counties, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Paul D. Corderman – State Senator, District 2

cc: Member Schultz
Member Hedlund

PAMELA G. BEIDLE
Legislative District 32
Anne Arundel County

Chair, Finance Committee
Executive Nominations Committee

Joint Committee on Gaming Oversight
Joint Committee on Management of Public Funds
Spending Affordability Committee



THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

Miller Senate Office Building
11 Bladen Street, Suite 3 East
Annapolis, Maryland 21401
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Pamela.Beidle@senate.maryland.gov

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a the State Senator representing the 32nd Legislative District of Anne Arundel County, Maryland, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Pamela G. Beidle
State Senator

cc: Member Schultz
Member Hedlund

Jason C. Gallion
Legislative District 35
Harford and Cecil Counties

Education, Energy, and
the Environment Committee



THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

Annapolis Office
James Senate Office Building
11 Bladen Street, Room 414
Annapolis, Maryland 21401
410-841-3603 · 301-858-3603
800-492-7122 *Ext.* 3603
Fax 410-841-3115 · 301-858-3115
Jason.Gallion@senate.state.md.us

District Office
64 S. Main Street
Port Deposit, Maryland 21904

October 22nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Maryland State Senator, representing Harford and Cecil counties, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

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I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Jason Gallion

Senator – District 35

Jason C. Gallion
Legislative District 35
Harford and Cecil Counties

Education, Energy, and
the Environment Committee



THE SENATE OF MARYLAND
Annapolis, Maryland 21401

Annapolis Office
James Senate Office Building
11 Bladen Street, Room 414
Annapolis, Maryland 21401
410-841-3603 · 301-858-3603
800-492-7122 *Ext.* 3603
Fax 410-841-3115 · 301-858-3115
Jason.Gallion@senate.state.md.us

District Office
64 S. Main Street
Port Deposit, Maryland 21904

cc: Member Schultz
Member Hedlund

STEPHEN S. HERSHEY, JR.
Legislative District 36
Caroline, Cecil, Kent, and
Queen Anne's Counties

MINORITY LEADER

Finance Committee
Executive Nominations Committee
Rules Committee

Joint Committee on Legislative Ethics
Legislative Policy Committee

The Senate of Maryland
ANNAPOLIS, MARYLAND 21401

James Senate Office Building
11 Bladen Street, Room 423
Annapolis, Maryland 21401
410-841-3639
800-492-7122 *Ext.* 3639
Steve.Hershey@senate.maryland.gov

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Representative of District 36, the Upper Shore on the Eastern Shore in Maryland, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

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I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Stephen S. Hershey, Jr.

cc: Member Schultz
Member Hedlund

Mason City Chamber of Commerce
9 N Federal Ave
Mason City, IA 50401
chamber@masoncityia.com
641.423.5724

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President & CEO of the Greater Mason City Chamber of Commerce, I write to express my strong support for the proposed Union Pacific–Norfolk Southern merger. Reliable rail service is essential to Mason City and the North Iowa region, enabling our manufacturers, agricultural producers, and distributors to efficiently move goods to regional, national, and global markets.

Rail is particularly critical to some of our region's largest employers, including CURRIES, Cargill, Smithfield, and Kraft Heinz. These companies rely on rail for both raw materials and finished products, and dependable service is vital to keeping them competitive, sustaining jobs, and supporting the broader supply chain that drives our local economy.

The merger presents an opportunity to strengthen rail operations with faster, more reliable service, reduced congestion, and expanded market access. Continued investment in rail infrastructure will enhance safety, create jobs, and help Mason City remain a strong, competitive community for business and growth.

I respectfully urge the Surface Transportation Board to approve this merger so that Mason City and the North Iowa region can fully benefit from the efficiencies, investments, and opportunities it will bring—connecting our community locally, regionally, and across the globe.

Sincerely,

Colleen Frein, MBA, CCE, IOM
President & CEO
Greater Mason City Chamber of Commerce

cc. Member Schultz
Member Hedlund

Matagorda County
ECONOMIC DEVELOPMENT CORPORATION

May 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Economic Development Support for Union Pacific–Norfolk Southern Merger (Docket No. FD 36873)

Dear Chairman Fuchs,

As Executive Director of the Matagorda County Economic Development Corporation, serving a rural county, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a critical driver of economic growth in Matagorda County and across Texas. Our industries — including agriculture, petrochemicals, manufacturing, and energy production — depend on efficient, reliable rail service to move products to domestic and global markets. In Matagorda County alone, freight rail directly supports hundreds of jobs and enables the movement of millions of dollars' worth of goods each year, making it an essential component of our regional economy.
This proposed merger has the potential to significantly enhance the competitiveness of our businesses and position our county for future growth. Specifically, it would:

- **Strengthen Supply Chains:** More direct routing and greater operational flexibility will reduce bottlenecks, improving reliability for shippers and manufacturers that rely on just-in-time deliveries.

- **Accelerate Market Access:** Reduced transit times will allow our agricultural producers, energy companies, and manufacturers to reach key markets faster, increasing their competitiveness.

- **Stimulate Investment & Job Growth:** A stronger, more efficient transcontinental network will encourage investment in new facilities, warehousing, and distribution centers — directly supporting local job creation and expanding our tax base.

Matagorda County Economic Development Corporation
4000 Avenue F, Suite A, Bay City, TX 77414
Phone: (979) 245-8913, Cell: (979) 476-4334

- **Enhance Infrastructure & Safety:** Increased capital investment in rail infrastructure and advanced technology will further improve network safety and efficiency, benefitting both businesses and communities.

This merger is not simply a corporate transaction — it is an opportunity to secure a more resilient transportation network, expand economic opportunity for rural and industrial regions like ours, and keep American freight rail globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal and recognize its potential to deliver lasting economic benefits to our county, our state, and the national economy.



Mike Ferdinand
Executive Director
Matagorda County Economic Development Corporation

cc: Member Schultz
Member Hedlund

MATAGORDA COUNTY

BOBBY SEIFERMAN
COUNTY JUDGE

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge for Matagorda County, Texas, and past president of the Central Texas I-10 Community Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting the diverse economic development verticals that Matagorda County relies on, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bobby Seiferman

The Honorable Bobby Seiferman

Matagorda County Judge

cc: Member Schultz
Member Hedlund

1700 Seventh Street, Room 301 • Bay City, TX 77414 • (979) 244-7605 • Fax (979) 245-3697

maywood fine arts

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the founder of Maywood Fine Arts and a lifelong resident of Maywood, Illinois, I believe that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of myself and Maywood Fine Arts, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Lois Baumann

Lois Baumann
Executive Advisor & Founder

cc: Member Schultz
Member Hedlund

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the McAlester Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Caroline Russell

cc: Member Schultz
Member Hedlund

McBRIDE
& BENGE
PUBLIC AFFAIRS

www.mcbridepa.com
1001 Cooper Point Road SW
Suite 140-720
Olympia, WA 98502

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As advocates for the rail industry in Washington, McBride & Benge Public Affairs writes to express support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. We respectfully urge the Surface Transportation Board to give full consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tom McBride
Principal
McBride & Benge Public Affairs

09/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the McPherson Industrial Development Company in McPherson, Kansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Kasi Morales

cc: Member Schultz
Member Hedlund

NM BORDERPLEX
LAS CRUCES • DOÑA ANA COUNTY
POWERED BY MVEDA

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of the Mesilla Valley Economic Development Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Davin Lopez
President/CEO

cc: Member Schultz
Member Hedlund

Metropolitan Community College
PRESIDENT'S OFFICE

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As President of Metropolitan Community College, I see every day how strong industry partnerships drive opportunity and economic growth in our region. Reliable rail service has long been a cornerstone of that growth, and Union Pacific has played a key role in advancing not only commerce but also workforce development.

Through our partnership with Union Pacific, MCC has been able to connect students with career pathways that prepare them to contribute to Nebraska's economy. By aligning classroom learning with real-world applications, this collaboration equips students with the technical skills, confidence, and readiness to step directly into high-demand careers.

The merger represents an opportunity to build on this foundation. A stronger, more resilient rail network not only ensures reliable service for businesses and communities but also strengthens the workforce pipeline by creating new opportunities for students and future employees. Investments in infrastructure and innovation will translate into more jobs, safer operations, and enhanced competitiveness for our region.

On behalf of Metropolitan Community College, I respectfully urge the Surface Transportation Board to approve this merger so that our community can continue to benefit from Union Pacific's leadership in both transportation and workforce development.

Sincerely,

Randy Schmailzl
College President

cc: Member Schultz
Member Hedlund

Michael R. Gibbons
651 Pearl Avenue
Kirkwood, Missouri 63122
314-650-5783

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am a lifelong resident of Kirkwood and grew up on Fillmore two blocks north of the UP tracks. The railroad is why we are here as a community, founded in 1853. We are named after the Chief Engineer of the Missouri Pacific at the time the railroad was built, James P. Kirkwood. For us in Kirkwood, railroads are of critical importance for the movement of goods and people, as we have the most active passenger rail station in Missouri after St. Louis and Kansas City.

I understand that both companies have already shown a strong, long-term commitment to the communities they serve, investing a combined $300 million in philanthropic initiatives over the past five years. I know first-hand that the UP has been a generous donor to the renewal of our historic train station and we appreciate their support.

The railroad has been interwoven in this community since the beginning. I was a City Council Member, State Representative, and State Senator for this area, and served as the Senate's Majority Floor Leader and President Pro Tem for 6 of the 8 years I was in the Senate, and throughout that time believed, and still believe, that a strong, successful railroad is important for the people I represented. The UP-NS merger offers tangible, long-term benefits for Missouri's economy. For whatever it is worth, I support its approval.

Michael R. Gibbons
Former Missouri Senate President Pro Tem,
State Representative and Kirkwood City Council Member

1ST DISTRICT
STATE CAPITOL
P.O. BOX 30014
LANSING, MI 48909-7514

MICHIGAN HOUSE OF REPRESENTATIVES
TYRONE A. CARTER
STATE REPRESENTATIVE

PHONE: (517) 373-0154
FAX: (517) 373-6094
TyroneCarter@house.mi.gov

November 10, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Tyrone Carter
1st District

Recycled Paper

29TH DISTRICT
STATE CAPITOL
P.O. BOX 30014
LANSING, MI 48909-7514

MICHIGAN HOUSE OF REPRESENTATIVES

JAMES DESANA
STATE REPRESENTATIVE

PHONE: (517) 373-0475
FAX: (517) 373-5061
JamesDeSana@house.mi.gov

Thursday, Oct. 16th, 2025

Dear Chairman Fuchs:

As State Representative of the State of Michigan, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

James DeSana

State Representative James DeSana

Member of the House of Representatives

3RD DISTRICT
STATE CAPITOL
P.O. BOX 30014
LANSING, MI 48909-7514

MICHIGAN HOUSE OF REPRESENTATIVES

ALABAS A. FARHAT

STATE REPRESENTATIVE

PHONE: (517) 373-0144
FAX: (517) 373-8929
AlabasFarhat@house.mi.gov

October 22nd, 2025

Dear Chairman Fuchs:

As State Representative of the State of Michigan I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



State Representative Alabas A. Farhat
Michigan's 3rd District
Office Phone: (517) 373-0144
Email: AlabasFarhat@house.mi.gov

Recycled Paper

90TH DISTRICT
STATE CAPITOL
P.O. BOX 30014
LANSING, MI 48909-7514

MICHIGAN HOUSE OF REPRESENTATIVES

BRYAN POSTHUMUS

MAJORITY FLOOR LEADER

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www.RepPosthumus.com

[10/16/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Majority Floor Leader of the State of Michigan, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Majority Floor Leader Bryan Posthumus

cc: Member Schultz
Member Hedlund

Committees:
Transportation and Infrastructure, MVC
Energy and Environment
Regulatory Affairs

Michigan Senate
Joseph N. Bellino Jr.
State Senator
16th District

P.O. Box 30036
Lansing, MI 48909-7536
Phone: (517) 373-5932
Fax: (517) 373-5944
senjbellino@senate.michigan.gov

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator in Michigan, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joseph Bellino
State Senator – District 16

cc: Member Schultz
Member Hedlund

MOTRAN
MIDLAND-ODESSA TRANSPORTATION ALLIANCE, INC.

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the Midland-Odessa Transportation (MOTRAN) Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

P.O. BOX 60816 • MIDLAND, TX 79711 • (432) 563-6240 • WWW.MOTRAN.ORG

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

The Permian Basin produces 76% of the crude oil in Texas and just over 50% of natural gas production. The area literally fuels energy production for both our state and nation. Rail service is critical to that endeavor. We believe that this merger will help improve service, reduce delays, and improve reliability to our supply chain and greatly aid us in producing that energy that is so needed here at home and abroad.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy, and here in the Permian Basin.

Sincerely,



James Beauchamp
President, Midland-Odessa
Transportation Alliance

cc: Member Schultz
Member Hedlund

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Midtown Association, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. The Midtown Association is a Property Based Improvement District (PBID) in Sacramento, California which happens to have a freight rail line that runs through the heart of the urban core. Union Pacific has been a strong partner and support for the PBID for many years and has a proven track record as a responsible operator.

Additionally, Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. We urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Emily Baime Michaels, Executive Director
Midtown Association

cc: Member Schultz
Member Hedlund

Jeff Brantley
919 College Ave
Millen, Ga 30442

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Millen, Georgia, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long—term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail Infrastructure—enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Millen, Georgia, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring–connecting our communities regionally, nationally and across the globe.

Sincerely,
Jeff Brantley
(478) 982-6100

cc: Member Schultz
Member Hedlund

Mission:
BORDER HOPE

October 20th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of Mission: Border Hope, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Over the past few years, Eagle Pass and Maverick County have experienced rapid growth in population, trade, and infrastructure needs. As a key international gateway between Texas and Mexico, our community has seen a surge in cross-border commerce, warehousing, and logistics activity. This growth has brought both opportunity and increased demand for efficient, reliable transportation systems to support local businesses and residents alike, which is why it is important to have a healthy rail network in Eagle Pass and across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Valeria Wheeler

cc: Member Schultz
Member Hedlund

Mission Economic Development Corporation

November 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of the Mission Economic Development Corporation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. The Mission, Texas EDC works with the private sector to attract investment and firms to the city. Having efficient, strategic rail is very important to the Mission EDC's international and trade-based economy.

Freight rail is a cornerstone of Texas' economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for Texas' products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Teclo J. Garcia, CEO
Mission Economic Development Corporation

cc: Member Schultz
Member Hedlund

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

At the Missouri Retailers Association, our mission is to support retail businesses and the customers they serve. I am writing today because I believe the proposed merger between Union Pacific (UP) and Norfolk Southern (NS) would be extremely beneficial for the countless brick-and-mortar retailers I represent. Given that, I respectfully urge the Surface Transportation Board to consider these benefits and approve the merger.

Most retailers I advocate are not large multinational corporations. They are owned, operated, and staffed by local residents who depend heavily on freight rail for their products and supplies. With already thin margins, these small businesses are highly vulnerable to supply chain disruptions. A single delay or missed shipment can quickly put these retailers at financial risk. What they need is reliable, efficient rail systems – and that is exactly what this merger promises to deliver.

Today, UP and NS operate two major but separate networks. Their combination would create the first true transcontinental railroad, connecting more than 50,000 route miles and nearly every major U.S. port. While large industries utilize America's rail networks, retailers in particular rely on it to move inventory that is the backbone of their business. After employee wages, inventory is often the largest cost for Missouri's small businesses, which are constantly looking for ways to lower expenses and bring greater predictability to their operations.

Currently, retailers must often work with multiple rail carriers when transporting goods over long distances, and with each handoff comes delays, inefficiencies, and added costs. Every interchange and transfer consumes valuable time and resources – commodities already in short supply for the retailers I serve.

Approval of this merger would change that. A unified, coast-to-coast rail network under one operation would eliminate inefficiencies, lower logistics cost, and provide greater stability. For retailers, this means reduced expenses on one of their largest cost drivers and stronger foundations for the businesses that form the backbone of our local communities. Approving this merger is not only sound economic policy – it is prudent and necessary.

The broader impact on Missouri's economy will be substantial. Retail alone supports roughly 27% of jobs in the state. Put another way: lowering costs for an industry that sustains more than one quarter of Missouri's workforce translates directly into more hiring, higher wages, and stronger communities. And this benefit is not limited to Missouri. Nationwide, retail is the largest private-sector employer. This merger would boost retailers in every single state.

Manufacturers and suppliers that retailers rely on would also benefit. A streamlined transcontinental rail operations would connect local manufacturers to new markets, communities, and ports across the country. Retailers would gain access to a wider range of products and more resilient supply chains. Retailers would gain access to a wider range of goods and greater opportunities to grow, ultimately serving more customers with improved reliability.

Given the scale of these benefits, I respectfully urge the Surface Transportation Board to approve this merger. In more than 40 years of advocating for the retail community and common-sense policy, I have rarely seen an opportunity of this magnitude – one that can simultaneously strengthen local businesses, create jobs, and drive long-term economic growth statewide and beyond.

Sincerely,



David Overfelt
President, Missouri Retailers Association

cc: Member Schultz
Member Hedlund

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Representative of Missouri, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

William Lucas

Representative Bill Lucas 115th District

cc: Member Schultz
Member Hedlund

CAPITOL OFFICE
State Capitol
201 West Capitol Avenue
Jefferson City, MO 65101-6806
Tele: (573) 751-3613
E-Mail:
louis.riggs@house.mo.gov

COMMITTEES
Member:
Subcommittee on Appropriations, Budget, Economic Development, Government Efficiency, Transportation, Joint Committee on Government Accountability, Joint Committee on Rural Economic Development

MISSOURI HOUSE OF REPRESENTATIVES
Louis Riggs
State Representative
District 5

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for Missouri's District 5 – which includes the city of Hannibal and surrounding communities along the Mississippi River – I write to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). This partnership represents a valuable opportunity to strengthen economic activity in Missouri and across the nation.

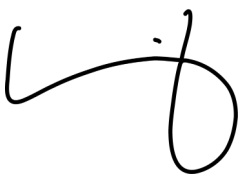
Hannibal is a river town where rail, truck, and barge traffic converge to move goods efficiently along the Mississippi. Our city has a proud and historic connection to the railroad. Early industries such as pork packing, soap and candle making, and lumber milling all relied on rail service to transport raw materials and finished products. That long-standing relationship with the railroad helped shape Hannibal into the vibrant community it is today. Now, we stand at another turning point – one where a modern, integrated rail system can once again fuel growth and opportunity for generations to come.

A streamlined railroad system would mean faster, more efficient movement of goods across ports and facilities nationwide. By reducing delays, eliminating unnecessary hand-offs, and lowering transportation costs, this merger would create a more competitive and integrated system that benefits businesses and consumers alike.

Beyond supply chain improvements, shifting more freight to rail would relieve pressure on our local infrastructure. Many neighborhoods in my district are driven on by heavy truck traffic, which takes a toll on our streets and poses safety concerns for residents. Expanding rail capacity through this transcontinental merger would reduce the number of long-haul trucks on local roads – resulting in less wear and tear, safer streets for families, and cleaner air for our communities, all while keeping commerce moving efficiently.

The UP-NS merger represents a generational investment in America's economic future. For towns like Hannibal, it means more jobs, improved infrastructure, and expanded opportunities for growth. I urge the Surface Transportation Board to approve this merger and allow communities across the nation to realize its far-reaching benefits.

Sincerely,
Representative Louis Riggs
Hannibal, MO



CAPITOL OFFICE

State Capitol
201 West Capitol Avenue, 233-A
Jefferson City, MO 65101-6806

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E-Mail:
Josh.Hurlbert@house.mo.gov



MISSOURI HOUSE OF REPRESENTATIVES
Josh Hurlbert
State Representative
District 8

COMMITTEES

Transportation, Chair

Joint Committee on Transportation Oversight, Co-Chair

Elementary and Secondary Education

Legislative Review

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Chairman of the Transportation Committee at the Missouri House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Josh Hurlbert
District 8
Missouri House of Representatives

cc: Member Schultz
Member Hedlund

CAPITOL OFFICE
STATE CAPITOL, ROOM 422
JEFFERSON CITY, MO 65101
TELEPHONE (573) 751-1464
MIKE.CIERPIOT@SENATE.MO.GOV
WWW.SENATE.MO.GOV/MEM08

BLUE SPRINGS GRAIN
VALLEY GREENWOOD
INDEPENDENCE LAKE
LOTAWANA LAKE
TAPAWINGO LEE'S
SUMMIT LONE JACK
OAK GROVE

MISSOURI SENATE
JEFFERSON CITY

Mike Cierpiot
8TH DISTRICT

11/13/2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Commerce Committee Chair in the Missouri Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Senator Mike Cierpiot, District 8



cc: Member Schultz
Member Hedlund

STATE CAPITOL, ROOM 332
JEFFERSON CITY, MISSOURI 65101
PHONE: 573-751-2183
TONY.LUETKEMEYER@SENATE.MO.GOV

COMMITTEES:
RULES, JOINT RULES, RESOLUTIONS AND ETHICS, CHAIR
ADMINISTRATION, VICE-CHAIR
GUBERNATORIAL APPOINTMENTS, VICE-CHAIR

MISSOURI SENATE
TONY LUETKEMEYER
MAJORITY FLOOR LEADER
DISTRICT 34

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

I am writing to express my support my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tony Luetkemeyer
Missouri State Senator
34th Senatorial District

cc: Member Schultz
Member Hedlund

MOBERLY AREA ECONOMIC DEVELOPMENT

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Moberly, Missouri located in Randolph County, reliable rail service is essential for our local economy, businesses and residents. Randolph County sits at the junction of Union Pacific and Norfolk Southern lines, making it a hub for manufacturing, food processing, and distribution. Many local employers rely on efficient rail connections to bring in raw materials and ship products nationwide. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Moberly Area Economic Development Corporation, the City of Moberly, and Randolph County, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring—connecting our communities regionally, nationally, and globally.

Sincerely,

Kaylee Paffrath

Kaylee Paffrath, MoCED, MBA
President/CEO
Moberly Area Economic Development Corporation
115 N. Williams St.
Moberly, MO 65270
(660) 263-8811
kpaffrath@moberly-edc.com

cc: Member Schultz
Member Hedlund

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Momentum Education, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Raj Salhotra

Raj Salhotra
Executive Director
Momentum Education

cc: Member Schultz
Member Hedlund

MONROE
CHAMBER OF COMMERCE

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Monroe and Northeast, Louisiana, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of The Monroe Chamber of Commerce, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Roy Heatherly
President & CEO
Monroe Chamber of Commerce

cc: Member Schultz
Member Hedlund

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am the Executive Director for the Montrose Economic Development Corporation, here in Montrose Colorado. Our mission is to strengthen our economic base and increase the standard of living for our residents through retention, expansion, attraction and development of primary jobs and capital investments. The Mission includes the promotion of workforce enhancement, agriculture advancement and other business development that provides economic diversification and stabilization in all of Montrose County, which includes the Town of Olathe.

We are currently served by Union Pacific. Reliable and available rail service is essential for our economic development efforts. It is a key element that is required by many of our prospects looking to relocate to our area. Additionally, we have several companies who currently depend on rail services to keep their companies profitable. The proposed Union Pacific–Norfolk Southern merger offers faster, more dependable service, reduced congestion and expanded market reach which would increase the availability of rail to more of our companies. These factors will deliver long-term benefits. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Montrose Economic Development, our Board of Directors and Investors, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Sandy Head

Executive Director
Montrose Economic Development Corporation
401 E Main ST Montrose, CO 81401
sandyh@MontroseEDC.org
970-249-9438 (c) 970-209-9965

cc: Member Schultz

Member Hedlund

morehouse
ECONOMIC DEVELOPMENT CORP

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

Our organization was established in 1984 to address the decline of the paper industry in Morehouse Parish. In 2009, the International Paper Mill closed in our parish, leaving millions of acres of surplus pine timber planted for the paper industry in this region. Efficient rail service has been instrumental in developing new timber markets. As a rural parish located more than 20 miles from an interstate highway, the rail system is our competitive edge for transportation of manufactured goods. Our parish is blessed with significant rail infrastructure. In recent years, our rail infrastructure has drawn new businesses to our parish.

The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen connections that will deliver long-term benefits. This merger will help increase investment in rail infrastructure, ensuring faster, more dependable rail service. More efficient and expanded service areas will continue to enhance our community and provide an environment that stimulates job growth. Union Pacific has remained a strong community partner during some exceptionally challenging times.

On behalf of Morehouse Economic Development Corporation, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring. We look forward to growing our communities with improved connections to areas of the United States, adjoining countries, and ports that connect us to the world.

Sincerely,

Kay King, CEO
Morehouse Economic
Development Corporation

cc: Member Schultz
Member Hedlund

119 East Maison
PO Box 108
Bastrop, LA 71221

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Mobile 318.355.0091
morehouse.edc@outlook.com

The Historic…

Mount Pleasant Baptist Church

Rev. Dr. Nico S. Mathews, Pastor

4819 Hershe St. @ Solo St. ✞ Houston, TX 77020

P. O. Box 15098 ✞ Houston, TX 77220

. (713) 672-6822 mpbc@mtpleasant-houston.org mtpleasant-houston.org

09-24-25

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of The Historic Mt. Pleasant Baptist Church and our congregation, I, Rev. Dr. Nico S. Mathews, Pastor, write to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern (Docket Number: FD 36873).

Founded in 1876, Mt. Pleasant Baptist Church has stood as a beacon of faith, resilience, and service in Houston's historic Fifth Ward for nearly 150 years. Our story is one of perseverance beginning as a brush harbor, surviving relocations due to the construction of Interstate 10, and withstanding fires and storms. Yet, we remain a steadfast institution, committed to the spiritual and social uplift of our community.

For generations, families in Fifth Ward have worked for and alongside the railroads. The presence of Union Pacific in our neighborhood has not only provided jobs and stability but has also connected our community to the broader economic and cultural growth of Houston and beyond. Many of our church members and their families have been directly impacted by the opportunities the rail industry created building homes, educating children, and sustaining livelihoods through honest work on the rails.

Today, as we approach our 150th Anniversary in 2026, Mt. Pleasant Baptist Church continues to invest in education, youth development, workforce readiness, and community outreach programs that uplift underserved families. We view the proposed merger as a vital step in strengthening the infrastructure, connectivity, and long-term stability of the communities we serve. The partnership between Union Pacific and Norfolk Southern will not only enhance national commerce but will also help sustain and expand the economic opportunities that historically shaped neighborhoods like Fifth Ward.

We believe that strong transportation networks create strong communities. By supporting this merger, the Surface Transportation Board has an opportunity to affirm the value of stability, growth, and investment in communities values we share deeply at Mt. Pleasant Baptist Church.

Thank you for your consideration of our voice in this matter. We respectfully urge you to approve the Union Pacific and Norfolk Southern merger.

With respect and appreciation,

Rev. Dr. Nico S. Mathews

Pastor, The Historic Mt. Pleasant Baptist Church

Houston, Texas

MUSEUM of IDAHO

BOARD OFFICERS

CHAIR
Theresa Sutter

VICE CHAIR
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Chris Sheetz

MARKETING
Camille Thomas

200 N Eastern Ave
Idaho Falls, ID 83402
(208)522-1400
museumofidaho.org
@museumofidaho

The Museum of Idaho is a 501(c)3 nonprofit.

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am writing as a community leader in East Idaho, which has a rich railroad history, and as a neighbor of the Union Pacific Railroad, which runs right in front of our institution. More importantly, I write as a community partner who has benefited from years of collaboration with Union Pacific. Through its foundation, UP has generously provided more than $50,000 in grant funds toward educational efforts at our nonprofit organization over the last several. Furthermore, my colleagues and I have found UP wonderful to work with -- a stellar corporate partner in bolstering good causes important to our community, even beyond the railroad sphere.

The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen UP's highly positive influence both here in our community, and to deserving communities in new markets. An expansion of UP's ability to provide responsible corporate stewardship can only bring good things.

On behalf of East Idaho, I respectfully urge the Surface Transportation Board to approve this merger so more communities can take advantage of the efficiencies, investments, and opportunities it will bring.

Sincerely,

Jeff Carr
Executive Director
Museum of Idaho

NATIONAL ABILITY CENTER

10/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Park City, Utah, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of National Ability Center, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

cc: Member Schultz
Member Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

The membership of the Promontory Chapter of the National Railway Historical Society have voted to issue support for the proposed merger between Union Pacific and Norfolk Southern.

For nearly 60 years the Promontory Chapter has worked to preserve and restore railroad equipment. The Union Pacific Railroad has been a critical ally to our organization for the last 6 decades and continues be committed to preserving railroad history in our region and nationwide. We anticipate several benefits from the proposed merger and the larger network it would create. Union Pacific has demonstrated its ability to operate a large, efficient railroad while maintaining a local presence and honoring its rich history.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to stakeholders nationwide.

Sincerely,
Nathan Strain – Secretary, Promontory Chapter NRHS.

cc: Member Schultz
Member Hedlund

NATURAL HISTORY
MUSEUM OF UTAH
Rio Tinto Center | University of Utah

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a member of the Utah community and staff member at the Natural History Museum of Utah, a non-profit organization in Salt Lake City, UT, I cannot speak to the proposed merger, but as Deputy Directory at the Museum — and as someone who has worked with UP representatives for nearly two decades — I do want to share firsthand experience with Union Pacific Railroad's commitment to our mission of bringing science and education programs to the people of Utah.

For many years, UP has been a valued supporter of the Museum's work. During my time on staff at the Museum, the company has provided grants that help make possible our statewide community outreach efforts as well as our youth science and mentoring programs here in the Salt Lake Valley. More than 15 years ago, as we were working to create a new Museum for the people of Utah, UP helped support our efforts by providing necessary transportation services for the raw Utah copper that would eventually form the exterior skin of our all-new facility. We are also very grateful for the volunteer service a member of their team provided as a member of our board of advisors during a critical moment in the Museum's history.

On behalf of the Natural History Museum of Utah, I respectfully request the Surface Transportation Board consider the significant positive impact Union Pacific has had on our institution and the community.

Sincerely,

Chris Eisenberg

Chris Eisenberg
Deputy Director

Cc: Member Schultz
Member Hedlund

301 Wakara Way Salt Lake City, UT 84108 **801 581 6927** main **801 585 3684** fax nhmu.utah.edu

NECHAMBER

November 11, 2025

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW
Washington DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Nebraska Chamber of Commerce & Industry, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,



Todd R. Bingham
President/CEO

c: Member Schultz
Member Hedlund

3 Landmark Centre, Suite 302, 1128 Lincoln Mall, Lincoln, NE 68508
402-474-4422 / nechamber@nechamber.com / www.nechamber.com

Jim Pillen
Governor

STATE OF NEBRASKA
OFFICE OF THE GOVERNOR
P.O. Box 94848 • Lincoln, Nebraska 68509-4848
Phone: (402) 471-2244 • jim.pillen@nebraska.gov

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As Governor of the great State of Nebraska, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern that will create America's first transcontinental railroad connecting 50,000 miles of rail across 43 states.

My state is honored to be the hub of the transcontinental vision Abraham Lincoln set before our country during his Presidency. Founded in 1862 as part of the Pacific Railway Act, Union Pacific has made Nebraska home for 160 years – first laying tracks in Omaha in 1865. Since those early days, freight rail transportation has become a cornerstone of our country.

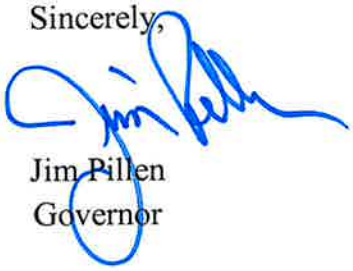
None of this success would have been possible without the generations of steadfast leadership. I commend Union Pacific CEO Jim Vena and his team of leaders for their foresight and commitment to Nebraska and America. This merger is a win-win – benefitting the people of my state and building an incredible freight rail network across the United States.

In Nebraska, our workforce is second to none. This will open the door to an immense amount of growth. It will support the local economy and provide more efficient transportation of our agricultural and manufacturing goods. Nationwide, this system will increase access to domestic markets and ports and foster new development, while improving service reliability and reducing transit times.

This is about more than just railroads – it impacts every part of life in America: securing the future of our transportation network, spurring on growth, and ensuring that we compete globally.

I respectfully request the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to my extraordinary state and our great country.

Sincerely,



Jim Pillen
Governor

NEBRASKA
PUBLIC SERVICE COMMISSION

COMMISSIONERS:
ERIC KAMLER
CHRISTIAN MIRCH
TIM SCHRAM
KEVIN STOCKER
DAN WATERMEIER

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Commissioners of the Nebraska Public Service Commission, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Gregory J. Walklin, Executive Director
Public Service Commission

P.O. Box 94927
300 The Atrium, 1200 N Street
Lincoln, Nebraska 68509

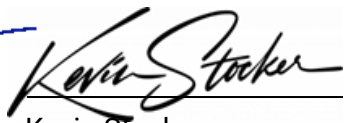
OFFICE 402-471-3101 **FAX** 402-471-0254
CONSUMER HOTLINE 800-526-0017

psc.nebraska.gov

Sincerely,



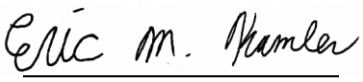
Tim Schram
Chairman
Commissioner, District 3



Kevin Stocker
Vice Chairman
Commissioner, District 5



Dan Watermeier
Commissioner, District 1



Eric Kamler
Commissioner, District 4



Christian Mirch
Commissioner, District 2

cc: Member Schultz
Member Hedlund

Gregory J. Walklin, Executive Director
Public Service Commission

P.O. Box 94927
300 The Atrium, 1200 N Street
Lincoln, Nebraska 68509

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CONSUMER HOTLINE 800-526-0017

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Nebraska State Legislature

SENATOR BOB HALLSTROM

District 1
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bhallstrom@leg.ne.gov



COMMITTEES

Vice Chairperson – Banking, Commerce and Insurance
Judiciary

10/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Robert J Hallstrom

Senator Bob Hallstrom

Nebraska State Legislature

SENATOR MERV RIEPE

District 12
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2623
mriepe@leg.ne.gov



COMMITTEES

Banking, Commerce and Insurance
Health and Human Services
Legislative Performance Audit
Legislature's Planning

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger Proposal

Dear Chairman Fuchs:

I am writing to express my support for the proposed Union Pacific and Norfolk Southern merger, based on the significant benefits I believe it will bring to Nebraska's economy and transportation infrastructure.

Rail transportation is fundamental to Nebraska's economic success. Our corn and soybean producers, cattle feeders, and manufacturing facilities depend heavily on reliable freight rail service to move products efficiently across the country. Union Pacific has been headquartered in Omaha for decades and remains a cornerstone of our state's transportation network. I see this merger as an opportunity to strengthen and expand that vital relationship.

The operational improvements this merger promises are particularly compelling for Nebraska agriculture. More direct routing will help our grain producers get their products to Gulf Coast export terminals faster, especially during critical harvest periods when timing affects both quality and pricing. Our cattle feeding operations will benefit from improved feed grain deliveries and more efficient livestock transportation to processing facilities.

The commitment to increased infrastructure investment is especially welcome for Nebraska's extensive rail network. Many of our rural rail corridors would benefit from modernization, and the enhanced financial capacity of the merged railroad should accelerate improvements to track, signals, and grain loading facilities throughout our agricultural regions. This infrastructure investment will create jobs in communities across Nebraska and improve long-term service quality for our farmers and businesses.

I'm also encouraged by the expanded market access this merger will provide. A transcontinental network will open new shipping lanes for Nebraska's agricultural and manufactured products, potentially reducing costs and improving our competitive position in national and international markets. This is

particularly important for our ethanol plants and meat processing facilities that depend on efficient transportation to distant markets.

The freight rail industry faces increasing pressure from truck transportation and supply chain disruptions. This merger positions the combined railroad to make the investments necessary to maintain rail's environmental advantages while improving service quality. For Nebraska, which moves enormous volumes of agricultural commodities by rail, supporting this consolidation helps ensure that rail transportation remains a viable, cost-effective option for our producers.

I urge the Surface Transportation Board to approve this merger, recognizing the substantial economic benefits it will deliver to Nebraska and other agricultural states that depend on efficient freight rail transportation.

Sincerely,



Sen. Merv Riepe

cc: Member Schultz

Member Hedlund

Nebraska State Legislature

SENATOR ASHLEI SPIVEY

District 13
P.O. Box 11369
Omaha, NE 68111

Legislative Address:
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2727
aspivey@leg.ne.gov



COMMITTEES

Appropriations
Committee on Committees
State-Tribal Relations

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Nebraska Senator representing a district that is home to many Union Pacific employees, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

My support is particularly rooted in the workforce development leadership exhibited by UP. Area institutions, such as the University of Nebraska, Creighton University, and Metro Community College are all educational partners with Union Pacific. New graduates from a wide range of programs regularly hire with UP, and existing employees further their education free of charge through UP's partnership with the University of Nebraska at Omaha.

Additionally, Union Pacific is an industry leader in second-chance hiring, partnering with organizations such as RISE Academy to provide fresh starts and long career opportunities for a promising group of our neighbors.

Union Pacific most recently demonstrated its commitment to a strong workforce through its landmark September 22, 2025 agreement with SMART-TD, securing key labor jobs to support a combined railroad network. While I know this is only one union that is represented within the company, it shows the commitment of UP to work through hard conversations with the workforce and I will continue to watch and understand how this merger will impact union members.

For these reasons, I support this merger with the hope that Union Pacific's workforce development leadership could have a larger impact not only for the Omaha community, but all communities served by Union Pacific and Norfolk Southern.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Warm Regards,

Ashlei Spivey
State Senator
Nebraska Legislature - District 13

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR DAVE WORDEKEMPER

District 15
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2625
dwordekemper@leg.ne.gov



COMMITTEES

Vice Chairperson – Building Maintenance
Banking, Commerce and Insurance
Government, Military and Veterans Affairs

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Senator representing Legislative District 15 in Nebraska, I am writing to express my enthusiastic support for the proposed merger between Union Pacific and Norfolk Southern.

Legislative District 15 represents Nebraska's agricultural and industrial corridor, where freight rail serves as the economic lifeline connecting our farmers, manufacturers, and businesses to markets across the nation. My district's communities, particularly Fremont and Valley, have long depended on efficient rail transportation to move agricultural products and manufactured goods to sustain our local economy and support thousands of jobs.

This proposed merger presents incredible opportunities specifically for our region and district, including:

Enhanced Port Authority Development: Fremont is currently developing a transformative port authority project that will serve as a critical inland logistics hub. The expanded transcontinental network created by this merger would make our port authority an even more attractive destination for businesses seeking direct, seamless rail connections from coast to coast. This merger would serve as a powerful recruiting beacon, positioning Fremont as a premier logistics gateway in the heart of America.

Strengthened Agricultural Competitiveness: Farmers and agricultural cooperatives would benefit from more direct routes to both East and West Coast ports, improving their ability to compete in global markets while reducing transportation costs and transit times for corn, cattle, and other agricultural products.

Industrial Growth: The current manufacturing base would gain access to an expanded supplier and customer network, encouraging new industrial development and supporting existing businesses that rely on reliable, cost-effective freight movement.

I am particularly encouraged by the historic labor agreement announced between SMART-TD, Union Pacific, and Norfolk Southern, which guarantees job protection for railroad workers throughout their careers. This unprecedented commitment demonstrates both companies' dedication to their workforce and sets a new standard for responsible corporate leadership during major industry consolidations. Such forward-thinking labor protections will ensure workforce stability while supporting the reliable freight service our communities depend upon.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the significant economic development opportunities it will create for rural and small-town Nebraska, particularly in communities like Fremont that are working to build world-class logistics infrastructure.

Sincerely,

Dave Wordekemper

State Senator Dave Wordekemper
Legislative District 15

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR GLEN MEYER

District 17
603 South 6th Street
Pender, NE 68047
(402) 385-2638 (Home)
(402) 380-1235 (Cell)

State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2716
gmeyer@leg.ne.gov



COMMITTEES

Education
Health and Human Services
State-Tribal Relations

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator in Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Senator Glen Meyer

Senator Glen Meyer

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR CHRISTY ARMENDARIZ

District 18
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2618
carmendariz@leg.ne.gov



COMMITTEES

Appropriations

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Christy Armendariz

Christy L Armendariz

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR ROBERT "ROB" DOVER

District 19
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2929
rdover@leg.ne.gov



COMMITTEES

Appropriations

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:
As Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.
Sincerely,

Senator Robert Dover

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR BEAU BALLARD

District 21
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2673
bballard@leg.ne.gov



COMMITTEES

Chairperson – Nebraska Retirement Systems
Vice Chairperson – Transportation and Telecommunications
Health and Human Services
Executive Board
Reference

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423

Re: **Support for the proposed merger of Union Pacific and Norfolk Southern**

Dear Chairman Fuchs:

I write in my capacity as Senator Beau Ballard of the State of Nebraska, to voice my strong support for the proposed merger between Union Pacific and Norfolk Southern. The merger represents a pivotal opportunity to improve freight rail service, bolster infrastructure investment, and drive economic growth for Nebraska and the nation.

Nebraska relies heavily on rail for agriculture, manufacturing, and movement of goods. A combined, stronger rail system promises to:

- Enhance network reliability and efficiency, reducing delays for Nebraska shippers.
- Lower transit times and shipping costs through greater route flexibility and improved coordination.
- Encourage investment in track and equipment upgrades that benefit communities across the Midwest.
- Expand rail service options into underserved areas, particularly benefiting rural Nebraska stakeholders.

Thank you for your consideration. Please feel free to contact my office if you would like further insight or support in evaluating this proposal.

Respectfully submitted,

B. Ballard

Senator Beau Ballard
Legislative District 21

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR MIKE MOSER

District 22
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2715
mmoser@leg.ne.gov



COMMITTEES

Chairperson – Transportation and Telecommunications
Natural Resources
Committee on Committees

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Chairman of the Transportation and Telecommunications Committee for the State of Nebraska, I am writing to express my overwhelming support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Nebraska's economy. Safely moving the goods that power our industries, supporting our farmers and connecting our communities to markets across the nation and the world. Union Pacific has been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion, degradation, and emissions.

The proposed merger offers a unique opportunity to strengthen this network by delivering tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for Nebraska products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mike Moser

Senator Mike Moser
District #22

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR JARED STORM

District 23
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2719
jstorm@leg.ne.gov



COMMITTEES

Agriculture
General Affairs
Judiciary

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

October 2, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator for the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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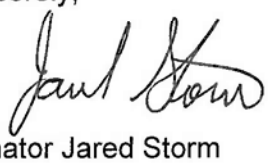
This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



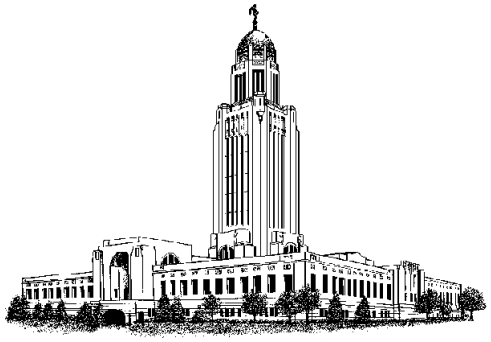
Senator Jared Storm
Legislative District 23

Cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR JANA HUGHES

District 24
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2756
jhughes@leg.ne.gov



COMMITTEES

Chairperson – Building Maintenance
Vice Chairperson – Education
Natural Resources
Education Commission of the States
Midwest Higher Education Commission

October 1st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a senator of the State of Nebraska, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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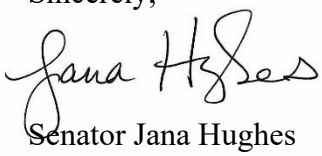
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Senator Jana Hughes

District 24

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR CAROLYN BOSN

District 25
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2731
cbosn@leg.ne.gov

COMMITTEES

Chairperson – Judiciary
Chairperson – Justice Reinvestment Oversight
Transportation and Telecommunications
Committee on Committees

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a State Senator for Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Regards,

Carolyn Bosn

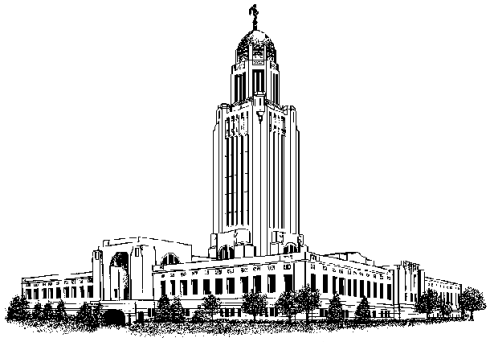
Carolyn Bosn
State Senator, District 25

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR ELIOT BOSTAR

District 29
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2734
ebostar@leg.ne.gov



COMMITTEES

Banking, Commerce and Insurance
Revenue
Executive Board
Legislature's Planning
Committee on Committees
Reference
Rules

November 13,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Nebraska State Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Eliot Bostar,
Senator, Legislative District 29

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR VICTOR B. ROUNTREE

District 3
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2627
vrountree@leg.ne.gov

COMMITTEES

General Affairs
Judiciary
Urban Affairs
Justice Reinvestment Oversight
State-Tribal Relations

September 24th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

My district is home to a large veteran population. I appreciate Union Pacific's efforts to employ veterans. Veterans gain excellent training during the course of their time in the armed forces, and retaining their talents in the state and work force is a large benefit to our community. Union Pacific also helps employ those with disabilities who may not be able to participate in all work environments, but are able to still be a part of the workforce.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Victor B. Rountree

Senator Victor Rountree

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR MYRON DORN

District 30
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2620
mdorn@leg.ne.gov



COMMITTEES

Chairperson – Legislative Performance Audit
Appropriations
Building Maintenance
Executive Board
Reference

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a state Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely.,

Myron Dorn

Senator Myron Dorn

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR KATHLEEN KAUTH

District 31
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2327
kkauth@leg.ne.gov



COMMITTEES

Chairperson – Business and Labor
Agriculture
Revenue

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the State of Nebraska I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kathleen Kauth

Senator Kathleen Kauth

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR TOM BRANDT

District 32
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2711
tbrandt@leg.ne.gov

COMMITTEES

Chairperson – Natural Resources
Transportation and Telecommunications
Building Maintenance
Committee on Committees

September, 26th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tom Brandt

Senator Tom Brandt

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR DAN LONOWSKI

District 33
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2712
dlonowski@leg.ne.gov



COMMITTEES

Education
Government, Military and Veterans Affairs
Education Commission of the States

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Nebraska State Senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Dan Lonowski

Senator Dan Lonowski
District 33

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR LOREN LIPPINCOTT

District 34
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2630
llippincott@leg.ne.gov



COMMITTEES

Chairperson – Rules
Appropriations

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR RICK HOLDCROFT

District 36
13701 S 37th Circle
Bellevue, Nebraska 68123
Home: (402) 933-1352
Cell: (402) 350-4097

Legislative Address:
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2642
rholdcroft@leg.ne.gov



COMMITTEES

Chairperson – General Affairs
Agriculture
Judiciary
Justice Reinvestment Oversight
Legislature's Planning

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Nebraska state senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Rick Holdcroft

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR STAN CLOUSE

District 37
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2726
sclouse@leg.ne.gov



COMMITTEES

Vice Chairperson – Urban Affairs
General Affairs
Natural Resources

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:
As a Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy. Please do not hesitate to contact me at sclouse@leg.ne.gov or (402) 271-2726 should you require further information or assistance.

Sincerely,

Stanley A. Clouse

Senator Stan Clouse – District 37, Nebraska Legislature
cc: Member Schultz, Member Hedlund

Nebraska State Legislature

SENATOR DAVE MURMAN

District 38
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2732
dmurman@leg.ne.gov



COMMITTEES

Chairperson - Education
Revenue
Committee on Committees

October 2, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Nebraska State Senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Dave Murman, District 38

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR TONY SORRENTINO

District 39
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2885
tsorrentino@leg.ne.gov



COMMITTEES

Vice Chairperson – Business and Labor
Vice Chairperson – Nebraska Retirement Systems
Revenue
Urban Affairs

September 22, 2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a State Senator for Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific Corporation and Norfolk Southern Corporation. This partnership represents a major step forward in creating America's first true transcontinental railroad. The agreement, announced on July 29, 2025, will strengthen Nebraska's economy, improve supply chain resilience, and help position the United States as a global leader in freight transportation.

Freight rail is the backbone of Nebraska's economy. It moves agricultural products, manufacturing materials, and consumer goods that sustain our communities and drive growth. Union Pacific has long been a vital partner for our state, offering reliable and cost-effective services that connect Nebraska businesses to national and international markets. The proposed merger would build on this foundation by combining more than 50,000 route miles across 43 states and linking nearly 100 ports. The result is a seamless coast-to-coast rail network unlike anything we have today.

By joining the two networks, the merger will create more direct routes. This reduces interchanges, cuts down on disruptions, and improves service reliability. Nebraska's shippers—farmers moving grain, manufacturers delivering steel and chemicals—will see faster delivery times and greater dependability. Eliminating certain interchanges also speeds up shipments, giving Nebraska businesses a stronger competitive edge at home and abroad. Nationally, this efficiency could reshape the supply chain, lowering costs and improving transit times for goods like lumber, plastics, and petrochemicals.

The combined company will also have greater capacity to invest in rail infrastructure, new technology, and advanced safety systems. Nebraska will directly benefit from this investment, especially in Omaha, which serves as a key hub. Increased investment could lead to job growth and higher wages, while positioning our state at the center of a stronger national freight system. On a broader scale, the merger would help unleash American manufacturing, generate new economic growth, and preserve union jobs across the country. With pro forma revenues expected to exceed $36 billion, there will be ample opportunity for expansion and modernization.

Rail safety is another area where this merger offers clear benefits. The integration of Union Pacific and Norfolk Southern technologies—including predictive analytics and automated inspections—will help prevent derailments, reduce defects, and improve worker safety. Fewer interchanges mean fewer hazards, and with over $5.6 billion in annual infrastructure investments, both states and communities can expect to see real improvements in rail corridors.

This merger is more than a corporate transaction. It is a strategic step toward securing the future of America's freight rail system. By fostering economic growth, preserving jobs, and ensuring that U.S. industries remain competitive, the Union Pacific–Norfolk Southern partnership will deliver lasting benefits to Nebraska and to the nation as a whole.

I respectfully urge the Surface Transportation Board to give this proposal a favorable review. Nebraska stands ready to support this merger and the opportunities it presents for a stronger and more connected future.

Sincerely,

Tony Sorrentino
State Senator for Nebraska, District 39

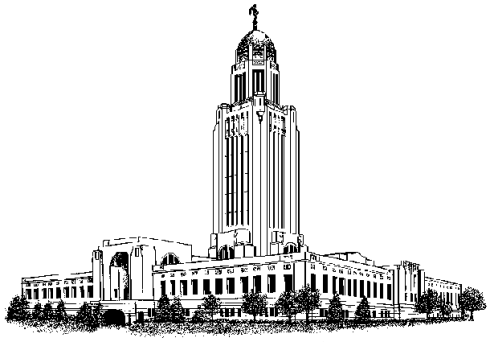
cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR BRAD VON GILLERN

District 4:
18370 Honeysuckle Drive
Elkhorn, Nebraska 68022

Legislative Address:
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2621
bvongillern@leg.ne.gov



COMMITTEES

Chairperson – Revenue
Banking, Commerce and Insurance

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 29, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Senator of District Four of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Brad von Gillern
Nebraska Legislature, District 4

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR BARRY DEKAY

District 40
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2801
bdekay@leg.ne.gov



COMMITTEES

Chairperson – Agriculture
Vice Chairperson – Natural Resources
Vice Chairperson – State-Tribal Relations
General Affairs

September 22, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a state senator in the Nebraska Legislature representing the rural northeast/northcentral region of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

State Senator Barry DeKay
District 40

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR MIKE JACOBSON

District 42
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
Office: (402) 471-2729
Cell: (308) 530-6932
mjacobson@leg.ne.gov



COMMITTEES

Chairperson – Banking, Commerce and Insurance
Vice Chairperson – Revenue
Vice Chairperson – Legislative Performance Audit
Committee on Committees
Executive Board
Reference

September 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am Mike Jacobson, a Nebraska State Senator representing Legislative District #42. My district encompasses North Platte, Nebraska, home of Union Pacific Bailey Yards, the world's largest railyard. On average, 139 trains and approximately 14,000 rail cars pass through Bailey Yard each day.

I am writing to express my strong support for the proposed rail merger between the Union Pacific and Norfolk Southern railroad lines and urge you and the Surface Transportation Board to do the same.

I can personally attest to the socio and economic impact that the Union Pacific Railroad has on my district, the Country and the world. I have resided in North Platte for 30 years, starting a successful Bank and running for election of the state legislature, the railroad system in my district has been impactful to much of the region's success. A merger between Union Pacific and Norfolk Southern will continue to make communities like North Platte as well as the State of Nebraska and the USA a dynamic powerhouse for safe, efficient, reliable and cost-effective method to move the goods, commodities, and agricultural products through our great nation and on to the rest of the world.

The American freight rail network not only is critical to our economic growth, but it is the most sustainable mode of transportation available, helping reduce highway and interstate congestion as well as reducing emissions.

The proposed merger between Union Pacific and Norfolk Southern lines will offer unique opportunities to further to strengthen this viable network, all while delivering tangible benefits for the industry itself, and for the shippers, the consumers, as well as the products themselves. Other positive aspects delivering direct benefits include:

- **Improved Service Reliability:** Direct routes and greater operational flexibility helping to prevent service disruptions and improve schedule dependability.

- **Reduction in Transit Times:** Elimination of certain interchanges will speed the movement of goods, helping our businesses reach customers more efficiently and with greater competitiveness.

- **Increased Investment:** The transcontinental railroad will be better positioned, able to invest in modern infrastructure, advancing technology and by enhancing safety systems.

- **Expanded Reach:** The larger geographic footprint will open new markets for Nebraska products and strengthen supply chain stability and strength.

This merger is about more than railroads – it's about Nebraska securing its' future of our transportation network, which will continue to support economic development and will ensuring that the American freight rail remains globally competitive.

I respectfully request that you and Surface Transportation Board wholeheartedly and unanimously approve this merger. By doing so, will collectively recognize the benefits to my great state of Nebraska and to the national economy.

Thank you for your time and consideration.

Sincerely,

Michael B. Jacobson

Michael B. Jacobson
Nebraska State Senator
Legislative District #42
mjacobson@leg.ne.gov

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR MIKE JACOBSON

District 42
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PO Box 94604
Lincoln, Nebraska 68509-4604
Office: (402) 471-2729
Cell: (308) 530-6932
mjacobson@leg.ne.gov



COMMITTEES

Chairperson – Banking, Commerce and Insurance
Vice Chairperson – Revenue
Vice Chairperson – Legislative Performance Audit
Committee on Committees
Executive Board
Reference

September 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am Mike Jacobson, a Nebraska State Senator representing Legislative District #42. My district encompasses North Platte, Nebraska, home of Union Pacific Bailey Yards, the world's largest railyard. On average, 139 trains and approximately 14,000 rail cars pass through Bailey Yard each day.

I am writing to express my strong support for the proposed rail merger between the Union Pacific and Norfolk Southern railroad lines and urge you and the Surface Transportation Board to do the same.

I can personally attest to the socio and economic impact that the Union Pacific Railroad has on my district, the Country and the world. I have resided in North Platte for 30 years, starting a successful Bank and running for election of the state legislature, the railroad system in my district has been impactful to much of the region's success. A merger between Union Pacific and Norfolk Southern will continue to make communities like North Platte as well as the State of Nebraska and the USA a dynamic powerhouse for safe, efficient, reliable and cost-effective method to move the goods, commodities, and agricultural products through our great nation and on to the rest of the world.

The American freight rail network not only is critical to our economic growth, but it is the most sustainable mode of transportation available, helping reduce highway and interstate congestion as well as reducing emissions.

The proposed merger between Union Pacific and Norfolk Southern lines will offer unique opportunities to further to strengthen this viable network, all while delivering tangible benefits for the industry itself, and for the shippers, the consumers, as well as the products themselves. Other positive aspects delivering direct benefits include:

- **Improved Service Reliability:** Direct routes and greater operational flexibility helping to prevent service disruptions and improve schedule dependability.

- **Reduction in Transit Times:** Elimination of certain interchanges will speed the movement of goods, helping our businesses reach customers more efficiently and with greater competitiveness.

- **Increased Investment:** The transcontinental railroad will be better positioned, able to invest in modern infrastructure, advancing technology and by enhancing safety systems.

- **Expanded Reach:** The larger geographic footprint will open new markets for Nebraska products and strengthen supply chain stability and strength.

This merger is about more than railroads – it's about Nebraska securing its' future of our transportation network, which will continue to support economic development and will ensuring that the American freight rail remains globally competitive.

I respectfully request that you and Surface Transportation Board wholeheartedly and unanimously approve this merger. By doing so, will collectively recognize the benefits to my great state of Nebraska and to the national economy.

Thank you for your time and consideration.

Sincerely,

Michael B. Jacobson

Michael B. Jacobson
Nebraska State Senator
Legislative District #42
mjacobson@leg.ne.gov

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR TANYA STORER

District 43
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2628
tstorer@leg.ne.gov



COMMITTEES

Judiciary
Transportation and Telecommunications

October 2, 2025

The Honorable Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator of the State of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tanya Storer

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR RITA SANDERS

District 45
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2615
rsanders@leg.ne.gov



COMMITTEES

Chairperson – Government, Military and Veterans Affairs
Education
Committee on Committees

Hon. Patrick J. Fuchs, Chair
Surface Transportation Board
395 E Street NW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern merger

October 1, 2025

Dear Chairman Fuchs:

I represent the people of Nebraska's 45th Legislative District in our state legislature. I am writing to you to express my wholehearted support for the merger that has been proposed between the Union Pacific Railroad and the Norfolk Southern Railway.

As an agricultural state, Nebraska has long relied on reliable, efficient transportation to bring our best-of-market goods and produce to market across the United States and the world. Because of the critical role that transportation plays in our economy, it is natural that we should also be home to some of the most important companies in the transportation industry, including Crete Carrier, Werner Enterprises, and of course the Union Pacific Railroad. This means that transportation supports our larger employment market while also directly employing many Nebraskans and providing for their way of life.

Because of the important link between Nebraska and the transportation industry, I was keenly interested when I heard about the prospect of merging Union Pacific and Norfolk Southern. After hearing from constituents who strongly believe in this merger and also from others who have expressed reservations about it, it is my conclusion that this merger would benefit shipping customers, retail customers, and the many, many communities that are served by railroad routes. Better coordination between Union Pacific's extensive western routes and Norfolk Southern's routes to the east will make rail service more reliable, more efficient nationwide service. I also believe that the opportunities for infrastructure investment will make rail transportation even safer than it is today, and could open new markets for Nebraska products.

I respectfully ask that the Board give favorable consideration to the proposed merger.

Sincerely,

Senator Rita Sanders

Nebraska State Legislature

SENATOR PAUL STROMMEN

District 47
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2616
pstrommen@leg.ne.gov



COMMITTEES

Vice Chairperson – Legislature's Planning
Appropriations

October 16, 2025

The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs: As a State Senator representing Legislative District 47 in Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth - it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads - it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Paul Strommen
Nebraska Unicameral Legislature
Legislative District 47

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR BOB ANDERSEN

District 49
15418 Weir Street #149
Omaha, NE 68137
(531) 495-3949

State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2725
bandersen@leg.ne.gov



COMMITTEES

Vice Chairperson – Government, Military and Veterans Affairs
General Affairs
Urban Affairs

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman- Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the 49th Legislative District of Nebraska, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Nebraska's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Since its founding, Union Pacific has been an essential transportation partner for our state, currently employing over 5,000 Nebraskans and providing efficient, reliable and cost-effective service to businesses large and small.

The proposed merger offers an important opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Bob Andersen
Member of the Nebraska Legislature
District 49
cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR MEGAN HUNT

District 8
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2722
mhunt@leg.ne.gov



COMMITTEES

Education
Government, Military and Veterans Affairs
Committee on Committees
State-Tribal Relations

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a Nebraska State Senator, I am proud to represent a state whose history and prosperity are deeply connected to rail. Freight rail remains essential to Nebraska's economy, supporting agriculture, manufacturing, and logistics, while providing good-paying, union jobs that sustain thousands of families across our communities.

Union Pacific, headquartered in Omaha, has long been one of Nebraska's most significant private employers and civic partners. The company's recent agreements with rail labor organizations demonstrate a shared commitment to career-long job protection, workplace safety, and economic security for its workforce. Those commitments are critical to ensuring this merger benefits not only the companies involved but also the people who make their success possible.
For Omaha specifically, this merger represents an opportunity to strengthen our position as a logistics and economic hub for the region. The efficiencies created by an integrated rail network will attract additional investment, support growth in local industries, and enhance the city's competitiveness as a center for transportation, trade, and innovation. A strong, sustainable rail system helps position Omaha to continue growing as a place where people want to live, work, and build businesses.

The proposed merger between Union Pacific and Norfolk Southern offers meaningful opportunities to strengthen America's freight infrastructure. By reducing highway congestion, improving supply chain efficiency, and cutting emissions, rail continues to provide a sustainable alternative to trucking. One intermodal train can remove hundreds of trucks from the highway, improving road safety and reducing taxpayer costs from highway wear. Rail's efficiency—moving a ton of freight 500 miles on a single gallon of fuel—also represents a powerful tool for lowering emissions and building a more sustainable logistics future.

I support this merger as a step toward greater economic competitiveness, environmental responsibility, and long-term workforce stability. As the Surface Transportation Board evaluates the proposal, I urge you to ensure that these commitments to workers, to communities, and to sustainability remain central to the implementation and oversight of the merger.

Sincerely,



Senator Megan Hunt
Nebraska Legislature, District 8

Nebraska State Legislature

SENATOR JOHN ARCH
SPEAKER OF THE LEGISLATURE

District 14
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2730
jarch@leg.ne.gov



COMMITTEES

Executive Board
Legislative Performance Audit
Legislature's Planning
Reference
Rules

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Speaker of the Nebraska Unicameral Legislature, I am writing to express my very strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Nebraska's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

John Arch
Speaker of the Nebraska Legislature

cc: Member Schultz
Member Hedlund

Nebraska State Legislature

SENATOR TERESA IBACH

District 44
State Capitol
PO Box 94604
Lincoln, Nebraska 68509-4604
(402) 471-2805
tibach@leg.ne.gov

COMMITTEES

Vice Chairperson – Agriculture
Vice Chairperson – Executive Board
Vice Chairperson – Reference
Business and Labor
Revenue
Committee on Committees
Rules

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State Senator representing Legislative District 44 in the Nebraska Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Teresa Ibach, LD 44

cc: Member Schultz
Member Hedlund

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Letter of Support for the Proposed Union Pacific Railroad and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of NEBRASKAland DAYS, the official state celebration held annually in North Platte, Nebraska, I am writing to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

North Platte's history and identity are deeply connected to the Union Pacific Railroad. As home to Bailey Yard, the world's largest rail classification yard, our community has long understood the importance of a strong, reliable, and forward-thinking rail system to both local and national prosperity. The proposed UPRR - Norfolk Southern merger represents an opportunity to strengthen that foundation and position America's freight network for long-term success.

From our perspective as a statewide celebration that brings tens of thousands of visitors and millions of dollars in economic activity to the region, we recognize that efficient rail operations are vital to the businesses, industries, and communities that support events like ours. The merger would create a more connected and resilient coast-to-coast rail network, improving the flow of goods, reducing transportation costs, and enhancing economic competitiveness for Nebraska and the entire Midwest.

We respectfully urge the Surface Transportation Board to approve this merger in the interest of continued progress, connectivity, and sustainable growth.

Thank you for your consideration.

Sincerely,

Robert J. Lantis
Executive Director
NEBRASKAland DAYS, Inc.

cc: Member Schultz
Member Hedlund

NEVADA
ECONOMIC DEVELOPMENT COUNCIL

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Nevada Economic Development Council, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Brenda S. Dryer

cc: Member Schultz
Member Hedlund

101 North Carson Street
Carson City, Nevada 89701-3713
Office: (775) 684-5670
Fax No.: (775) 684-5685

1 State of Nevada Way
Las Vegas, Nevada 89119-4339
Office: (702) 486-2500
Fax No.: (702) 486-2505

Office of the Governor

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Governor of Nevada, I write to express support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Nevada's economy, moving the goods that power our industries, sustain our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is vital to economic growth and remains one of the most sustainable modes of transportation, reducing both highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Enhancing Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reducing Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increasing Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanding Market Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

As trucking traffic continues to strain our busiest corridors, stronger and more reliable rail service will enhance road safety and keep freight moving efficiently. This merger secures the future of our transportation network, drives economic growth, and ensures American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joe Lombardo
Governor

JILL DICKMAN
ASSEMBLYMEMBER
District No. 31

DISTRICT OFFICE:
1344 Disc Drive, Suite 201
Sparks, Nevada 89436-0684
Office: (775) 771-6185
Email: Jill@JillDickman.com

State of Nevada Assembly

LEGISLATIVE BUILDING:
401 South Carson Street
Carson City, Nevada 89701-4747
Office: (775) 684-8563
Fax: (775) 684-8533
Email: Jill.Dickman@asm.state.nv.us
www.leg.state.nv.us

NEVADA LEGISLATURE
OFFICE BUILDING:
7230 Amigo Street
Las Vegas, Nevada 89119-4306
Office: (702) 988-3444

November 12, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Assemblymember of the Nevada State Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

· Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Assemblywoman Jill Dickman

cc: Member Schultz
Member Hedlund

New Galilee Borough
Mark Benes, Mayor
Brandt Kaercher, president

606 Centennial
P.O. Box 465
New Galilee, Pa 16141

Phone: 724-336-3204 ext. 1
Fax:

newgalileeboro@gmail.com
.

NEW GALILEE BOROUGH

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Western Pennsylvania, reliable and safe rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits. The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

The Borough of New Galilee was built as a result of railroad expansion in the late 1800's early 1900's. A large part of our history is directly connected to and was made possible by having access to the rest of the country through moving goods and people in and out of Western Pennsylvania by rail. Our Borough has a main NS rail line and 2 state roadways. We would rather see the freight on the rail line and not destroying our roads. Giving shipping companies better freight options will lessen the maintenance on our roads and make them safer for pedestrian travel.

On behalf of New Galilee Borough, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mayor Mark Benes



New Hope Housing

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket # FD 36873

Dear Chairman Fuchs,

As a long-time community partner of Union Pacific and an affordable housing provider in Houston's East End, New Hope Housing recognizes the essential role that reliable rail service plays in regional economic vitality and community well-being. Our organization develops and operates affordable, service-enriched housing near key infrastructure and employment centers where Union Pacific operates. Our support for this merger is grounded solely in its anticipated community benefits and alignment with our mission to promote housing stability.

Union Pacific has also generously supported New Hope's onsite wrap-around human services, which help residents build stability and connect with community resources. This investment reflects Union Pacific's genuine commitment to the people and neighborhoods they serve, ensuring that economic progress extends to those working to build better futures.

The proposed Union Pacific–Norfolk Southern merger offers the potential to further strengthen these connections. A unified transcontinental rail network could enhance supply chain efficiency, promote economic growth, and expand workforce opportunities across the communities we jointly serve to continue meaningful local impact.

On behalf of New Hope Housing, I respectfully urge the Surface Transportation Board to approve this merger so that our region and others can benefit from the resulting operational efficiencies, continued infrastructure investment, and expanded pathways to prosperity for working families.

Sincerely,

Joy Horak-Brown
President and CEO

3315 Harrisburg Boulevard, Suite 400
Houston, Texas 77003

713.222.0290
newhopehousing.com

info@njbia.org
609-393-7707
10 W Lafayette St,
Trenton, NJ 08608
njbia.org

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the New Jersey Business & Industry Association (NJBIA), the state's largest association representing our job creators, I am writing to respectfully request your support for the proposed merger between Union Pacific and Norfolk Southern.

As the home of the largest port on the eastern seaboard, we rely on dependable and affordable freight service to power our logistics economy. Freight rail, provided by Norfolk Southern is a cornerstone of New Jersey's economy, moving the goods that power our industries, sustain our farmers, and connect our communities to markets across the country and the world. Norfolk Southern has long been a critical transportation partner for New Jersey businesses, providing efficient, reliable, and cost-effective service. The broader American freight rail network is also one of the most sustainable modes of transportation available, reducing congestion on our highways and helping to lower emissions.

The proposed merger presents a unique opportunity to strengthen this network and deliver direct benefits to New Jersey, including:

- **Improved Service Reliability** – More direct routes and greater operational flexibility will help prevent service disruptions.
- **Reduced Transit Times** – Eliminating certain interchanges will accelerate goods movement, helping businesses reach markets faster and more competitively.
- **Increased Investment** – A transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and safety systems.
- **Expanded Market Reach** – A broader geographic footprint will open new markets for New Jersey products and strengthen supply chain resilience.

Thank you for your consideraon.

Sincerely,

Ray Cantor
Deputy Chief Government Affairs Officer
New Jersey Business and Industry Associa[on

CABLE NJ

New Jersey Cable Telecommunications Association

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a professional organization operating in New Jersey, we are acutely aware that reliable rail service is essential to the vitality of our local economy, businesses, and residents. The proposed Union Pacific-Norfolk Southern merger presents a valuable opportunity to strengthen these connections and deliver long-term benefits to communities throughout our region.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for New Jersey businesses. It will also promote continued investment in rail infrastructure-enhancing safety, creating jobs, and ensuring our communities remain competitive in an increasingly interconnected economy.

On behalf of the New Jersey Cable Telecommunications Association, I respectfully urge the Surface Transportation Board to approve this merger so we can fully realize the efficiencies, investments, and opportunities it will bring-connecting our communities regionally, nationally, and across the globe.

Sincerely,

Anthony Bawidamann

Anthony Bawidamann
President

NJRMA
New Jersey Retail Merchants Association

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a professional organization operating in New Jersey, we are acutely aware that reliable rail service is essential to the vitality of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a valuable opportunity to strengthen these connections and deliver long-term benefits to communities throughout our region.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for New Jersey businesses. It will also promote continued investment in rail infrastructure-enhancing safety, creating jobs, and ensuring our communities remain competitive in an increasingly interconnected economy.

On behalf of the New Jersey Retail Merchants Association, I respectfully urge the Surface Transportation Board to approve this merger so we can fully realize the efficiencies, investments, and opportunities it will bring-connecting our communities regionally, nationally, and across the globe.

Sincerely,

John Holub

John Holub
Executive Director

414 River View Plaza, Trenton, New Jersey 08611-3420 Phone (609)393-8006 Fax (609)393-9891

NEW JERSEY SOCIETY OF MUNICIPAL ENGINEERS

Improving the Quality of Life in New Jersey Communities through Municipal Engineering

1929 - 2023

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JOSEPH A. POMANTE, P.E.

Vice President
DEANNA STOCKTON, P.E.

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Of Counsel
GLENN C. KIENZ, ESQ.

CME Chairman
JOHN A. WIGGINS, P.E.

New Jersey Society of Municipal Engineers

414 River View Plaza
Trenton, New Jersey 08611
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F: (609) 393-9891
E: info@njsme.org

NJSME.org
facebook.com/NJSME
twitter: @NJ_SME
linkedin.com/company/njsme/

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a professional organization operating in New Jersey, we are acutely aware that reliable rail service is essential to the vitality of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a valuable opportunity to strengthen these connections and deliver long-term benefits to communities throughout our region.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for New Jersey businesses. It will also promote continued investment in rail infrastructure-enhancing safety, creating jobs, and ensuring our communities remain competitive in an increasingly interconnected economy.

On behalf of the New Jersey Society of Municipal Engineers, I respectfully urge the Surface Transportation Board to approve this merger so we can fully realize the efficiencies, investments, and opportunities it will bring-connecting our communities regionally, nationally, and across the globe.

Sincerely,

Joseph A. Pomante, PE
President

NEW JERSEY GENERAL ASSEMBLY

WILLIAM B. SAMPSON IV
ASSEMBLYMAN, 31ST DISTRICT
25 WEST 8TH STREET
BAYONNE, NJ 07002
TEL: (201) 455-2966
FAX: (201) 455-2969
AsmSampson@njleg.org

COMMITTEES
CHAIR, CONSUMER AFFAIRS
VICE CHAIR, LABOR

10/23/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the New Jersey Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Assemblyman William B. Sampson IV

Printed on Recycled Paper

NEW JERSEY SENATE

JAMES W. HOLZAPFEL
SENATOR, 10TH DISTRICT (OCEAN)
852 HIGHWAY 70
BRICK, NEW JERSEY 08724
732-840-9028/FAX 732-840-9757
SenHolzapfel@njleg.org

COMMITTEES:
TRANSPORTATION
STATE GOVERNMENT, WAGERING, TOURISM & HISTORIC PRESERVATION

MEMBER:
NJ INTERGOVERNMENTAL RELATIONS COMMISSION

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the New Jersey Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

James W. Holzapfel

James W. Holzapfel

Senator, 10th Legislative District

NEW JERSEY TOURISM INDUSTRY ASSOCIATION

President
Ben Rose
Greater Wildwoods Tourism Authority

Chairperson
Lori Pepenella
So. Ocean County Chamber

Vice President
Michael Snyder
Visit South Jersey

Vice President
Jennifer Costa
Elizabeth DMO

Vice President
Heather Colache
Meet A.C.

Secretary
Samantha Rutledge
Morris Co.

Treasurer
Joann DelVescio
New Jersey Campground Assoc

Exec Director
Matt Halpin
NJTIA

DMO Division Representative
Judy Ross
Meadowlands CVB

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a professional organization operating in New Jersey, we are acutely aware that reliable rail service is essential to the vitality of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a valuable opportunity to strengthen these connections and deliver long-term benefits to communities throughout our region.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for New Jersey businesses. It will also promote continued investment in rail infrastructure-enhancing safety, creating jobs, and ensuring our communities remain competitive in an increasingly interconnected economy.

On behalf of the New Jersey Tourism Industry Association, I respectfully urge the Surface Transportation Board to approve this merger so we can fully realize the efficiencies, investments, and opportunities it will bring-connecting our communities regionally, nationally, and across the globe.

Sincerely,

Lori Pepenella

Lori Pepenella
Chairperson

NJTIA.org
414 River View Plaza, Trenton, NJ 08611
P: 609-396-2020 | F: 609-393-9891 | E: info@NJTIA.org

Stephanie Garcia Richard
COMMISSIONER

State of New Mexico
Commissioner of Public Lands

310 OLD SANTA FE TRAIL
P.O. BOX 1148
SANTA FE, NEW MEXICO 87504-1148

COMMISSIONER'S OFFICE
Phone (505) 827-5760
Fax (505) 827-5766
www.nmstatelands.org

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Commissioner of Public Lands of New Mexico, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. As the statewide elected official responsible for the management and development of 13 million acres of state trust land in every corner of New Mexico, this proposed merger will directly support our ability to grow our economy in New Mexico.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our local farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

Here in New Mexico, the proposed merger will directly impact our state's ability to grow our international trade economy with Mexico at the Santa Teresa Port of Entry, in southwest New Mexico. There is a high potential for growth in that area of the state and expanding the transportation sector will be key to its success.
For all of the reasons stated above, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Thank you for your consideration,

Stephanie Garcia Richard
Commissioner of Public Lands

cc: Member Schultz
Member Hedlund

NMIBA
INTERNATIONAL BUSINESS ACCELERATOR
New Mexico Small Business Development Center Network

1300 Country Club Rd., Suite A
Santa Teresa, NM 88008
Ph: (575)589-2200
Fax: (575)589-5212
nmiba.com

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the International Business Accelerator (IBA), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. The IBA is New Mexico's only statewide export/import trade advisory agency, and we are located in Santa Teresa, New Mexico.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

NMIBA
INTERNATIONAL BUSINESS ACCELERATOR
New Mexico Small Business Development Center Network

1300 Country Club Rd., Suite A
Santa Teresa, NM 88008
Ph: (575)589-2200
Fax: (575)589-5212
nmiba.com

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jerry Pacheco
Executive Director

cc: Member Schultz
Member Hedlund
all parties of record

State of New Mexico
House of Representatives
Santa Fe

DOREEN Y. GALLEGOS
D – Doña Ana
District 52

490 Old Santa Fe Trail
Santa Fe, NM 87501
Phone: (575) 649-6325
Email: doreen.gallegos@nmlegis.gov

COMMITTEES:
CHAIR: Commerce & Economic Development
Taxation & Revenue
Rules & Order of Business

INTERIM COMMITTEES:
VICE CHAIR: Economic & Rural Development & Policy
Revenue Stabilization & Tax Policy

Advisory Member:
Legislative Council

Designee:
Legislative Finance

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of New Mexico's 52nd House District, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Doreen Gallegos
NM State Representative – District 52

State of New Mexico
House of Representatives
Santa Fe

DAYAN HOCHMAN-VIGIL
MAJORITY WHIP
D – Bernalillo
District 15

8100 Wyoming Blvd. NE, Ste M4-336
Albuquerque, NM 87113
Mobile: (505) 948 - 2320
Email: dayan.hochman-vigil@nmlegis.gov

COMMITTEES:
Judiciary
Transportation, Public Works & Capital Improvements
Printing & Supplies
Rules & Order of Business

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board 3
95 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As House Majority Whip of the New Mexico House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

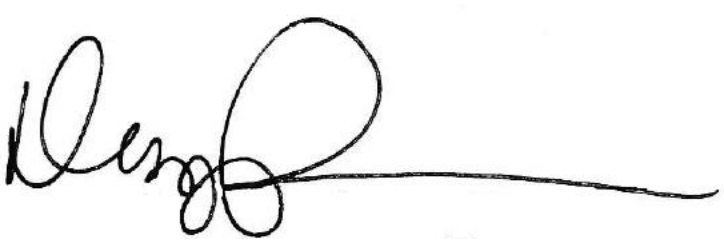
· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Dayan Hochman-Vigil
NM House Majority Whip
Representative (HD-15)

11/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As Representative of New Mexico House District 17, and a member of the House Transportation, Public Works and Capital Improvements Committee, and the former Vice-Chair of The Mid Region Council of Governments Transportation which oversees transportation matters across Albuquerque, and my current appointment across the State of New Mexico. And, as a former Economic Development and Planning professional I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Representative Cynthia D. Borrego, MPA

cc: Member Schultz
Member Hedlund

Representative Joy I. Garratt
New Mexico House District 29
10308 Marin Drive NW
Albuquerque, New Mexico 87114
505-977-5039 | joy.garratt@nmlegis.gov

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a state representative in the New Mexico State Legislature, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Since my election in 2018, I have served at various intervals as chair of the interim Transportation Infrastructure Revenue Committee and on our standing House Transportation, Public Works & Capital Improvements Committee. Additionally, I serve on our House Appropriations and Finance Committee and various interim committees where economic development is a prime area of consideration. In the course of my legislative work, I have travelled to the Ports of Long Beach and Los Angeles to learn more about Union Pacific operations and to study the I-40 TradePort Corridor project that originates in the ports and passes through my district. This corridor, involving both rail and trucking, seeks to establish a national cargo and investment network intentionally built to meet public and private objectives.

Thus, my colleagues and I are deeply committed to supporting the kinds of transportation initiatives that will improve the supply chain and facilitate the tremendous economic growth emerging technologies such as AI, new models of nuclear fusion, aerospace and quantum are bringing to our state, both in central and southern New Mexico.

Freight rail is a vital bedrock in our state's economy, ensuring that we safely move the goods that power our industries, support our agricultural endeavors, and connect our communities to markets across the nation and the world. Union Pacific has been a key transportation provider for our state, offering efficient and reliable service to businesses of all sizes. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

Representative Joy I. Garratt
New Mexico House District 29
10308 Marin Drive NW
Albuquerque, New Mexico 87114
505-977-5039 | joy.garratt@nmlegis.gov

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I urge the Surface Transportation Board to support this proposal for its benefits to both my state and our national economy. Thank you for your consideration.

Sincerely,

Joy I. Garratt

Representative Joy I. Garratt
NM House District 29, Bernalillo County
Joy.garratt@nmlegis.gov | 505-977-5039

cc: Member Schultz
Member Hedlund

State of New Mexico
House of Representatives
Santa Fé

JENIFER M. JONES
R - Doña Ana, Hidalgo & Luna
District 32

November 13, 2025

COMMITTEES:
Health & Human Services
Transportation, Public Works & Capital Improvements

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The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a member of the New Mexico House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. I believe this proposed merger would benefit the State of New Mexico in a number of ways.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:
Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Thank you for your consideration of my views.

Sincerely,

Jennifer Jones
State Representatives
District 32

cc: Member Schultz
Member Hedlund

State of New Mexico
House of Representatives
Santa Fé

RAYMUNDO LARA
MAJORITY CAUCUS LEADER
D - Doña Ana
District 34

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COMMITTEES:
VICE CHAIR: Transportation, Public Works & Capital Improvements
Education
Printing & Supplies
Rules & Order of Business

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger – Docket Number FD 36873

Dear Chairman Fuchs:

As the State Representative for New Mexico House District 34, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Nearly 500 New Mexicans are employed at Union Pacific's Santa Teresa Intermodal Terminal, located along the critical Sunset Route connecting Los Angeles to El Paso. This facility has transformed Doña Ana County into one of the fastest-growing trade and logistics hubs in the Southwestern United States, driving more than 5,000 jobs and over $1 billion in total annual economic output. Freight rail has been foundational in this success, reliably moving the goods that power our industries, support our agricultural producers, and connect our border communities to national and global markets.

The freight rail network is not only a backbone of economic growth, it is also among the most sustainable transportation systems available, reducing highway congestion, emissions, and infrastructure strain. Union Pacific's longstanding partnership with our region has proven essential to expanding opportunity while advancing efficiency and safety across the supply chain.

The proposed merger stands to accelerate and strengthen that progress. Specifically, it offers significant benefits to communities like ours and the national freight system as a whole by enabling:

- **Improved Service Reliability** – Enhanced route flexibility to prevent disruptions and ensure consistent delivery performance.

- **Reduced Transit Times** – Elimination of costly and time-consuming interchanges, helping U.S. products reach market faster.
- **Strategic Infrastructure Investment** – Greater capacity to modernize rail infrastructure, deploy advanced safety technology and expand network resiliency.
- **Expanded Market Reach** – A broader and more efficient national footprint that strengthens American competitiveness and supports long-term economic security.

This merger is not merely a corporate alignment, it is a strategic step toward securing the future of our national freight network, advancing economic development in regions like southern New Mexico, and preserving U.S. leadership in global logistics and trade.

For these reasons, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Raymundo Lara
State Representative, New Mexico House District 34

cc: Member Schultz
Member Hedlund

State of New Mexico
House of Representatives
Santa Fe

ANGELICA RUBIO
D – Doña Ana
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COMMITTEES:
Vice Chair, Consumer and Public Affairs (CPAC)
Member: Agriculture, Acequias and Water Resources

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As New Mexico State Representative, serving District 35, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Angelica Rubio

State Representative

cc: Member Schultz
Member Hedlund

State of New Mexico
House of Representatives
Santa Fe

JOSEPH FRANKLIN HERNANDEZ
D – San Juan
District 4

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COMMITTEES:
Transportation, Public Works & Capital Improvements
Appropriations & Finance
Enrolling & Engrossing B

INTERIM COMMITTEES:
Indian Affairs
Water & Natural Resources

Standing Advisory:
Legislative Finance

11-12-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State House of Representative of New Mexico, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. I represent communities in Northwest New Mexico and a member of House Transportation, Public Works, and Capital Improvement Committee.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most

sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
State Representative Hernandez



Joseph Franklin Hernandez

New Mexico State Representative HD-4

Shiprock, NM

87420

cc:Member Schultz
Member Hedlund

UNION PACIFIC RAILROAD
1400 Douglas Street
Omaha, Nebraska 68179

State of New Mexico
House of Representatives
Santa Fe

LINDA SERRATO
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District 45

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COMMITTEES:
CHAIR: Rural Development, Land Grants & Cultural Affairs
Commerce & Economic Development

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chairwoman of the New Mexico House Rural Development Land Grant Committee and Cultural Affairs Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This committee is dedicated to advancing proposals that benefit New Mexico's unique rural communities and heritage.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. New Mexico is uniquely situated on the border with our southern neighbors and have benefitted from that intersection of commerce with the support of efficient rail transportation. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger also benefits our workforce and our entrepreneurs, connecting them to jobs and markets globally. It secures the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Linda S Serrato House District 45
New Mexico State House of Representatives
Rural Development Land Grant Committee, Chair

We hope that you agree with our contention that this bill has been sufficiently vetted and debated to garner your support, and that you will include it among your slate of approved legislation for the upcoming session.

If you or your staff need more information about this legislation, I am available to provide any assistance I can.

Sincerely,

Representative Linda Serrato
House District 45

Cc: Daniel Schlegel

State of New Mexico
House of Representatives
Santa Fe

RANDALL T. PETTIGREW
R - Lea
District 61

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COMMITTEES:
Appropriations & Finance
Agriculture, Acequias & Water Resources

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of the State of New Mexico, District 61 I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

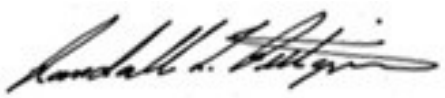
- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Randall T. Pettigrew, P.E.
Representative, House District 61 – Lea County, NM

cc: Member Schultz
Member Hedlund

New Mexico State Senate

State Capitol
Santa Fe

SENATOR
ANTONIO "MOE" MAESTAS
D-Bernalillo-26
3404 Grande Vista Pl NW
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STANDING COMMITTEES
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MEMBER:
• Indian, Rural & Cultural Affairs

INTERIM COMMITTEES
VICE CHAIR:
• Transportation Infrastructure & Revenue
MEMBER:
• Courts, Corrections & Justice
• Land Grant
• Economic & Rural Development & Policy
ADVISORY:
• Water & Natural Resources
DESIGNEE:
• Revenue Stabilization & Tax Policy

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a New Mexico State Senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. The railroad, and more specifically freight rail, is vital to New Mexico as it serves as a key transportation link, connecting the state to national and international markets. It supports economic growth by facilitating the movement of goods and resources efficiently across vast distances. Additionally, freight rail has historical significance, having played an essential role in the development and expansion of communities throughout New Mexico.

Union Pacific, a long-standing transportation partner for New Mexico, offers efficient, reliable, and cost-effective service to businesses of all sizes. Beyond its economic significance, the American freight rail network is a sustainable mode of transportation that helps reduce highway congestion and emissions, contributing to our overall well-being.

The proposed merger strengthens this network and benefits shippers, consumers, and communities. It improves service reliability with direct routes and greater flexibility, reduces transit times by eliminating interchanges, increases investment in modern infrastructure and technology, and expands reach by opening new markets and strengthening supply chain resilience.

In conclusion, this merger represents a pivotal step toward strengthening our transportation infrastructure, fostering economic growth, and maintaining the global competitiveness of American freight rail. I respectfully encourage the Surface Transportation Board to fully and favorably consider this proposal, acknowledging the significant benefits it offers to both our state and the national economy.

Sincerely,

Antonio Maestas
New Mexico State Senator, District 26

cc: Member Schultz
Member Hedlund

10/29/2025

The Honorable Patrick J Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington DC 20423

Subject: Support for the Union Pacific and Norfolk Southern Merger, Docket Number: 36873

Dear Chairman Fuchs:

As a State Senator of the State of New Mexico. I am writing to express my strong support for the proposed merger between Union Pacific and the Norfolk Southern. The Union pacific crosses the State of New Mexico including Luna, Grant, and Hildago counites in my senate district.

Freight rail is a cornerstone of our states economy, safely moving the goods that power our industries, support our agriculturists, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth-it is also one of the most sustainable mode of transportation available, helping reduce highway congestion and emissions. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads-it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give a full and favorable consideration to this proposal, Recognizing the benefits it will bring to our state and national economy.

Sincerely,
Senator, Gabrial Ramos

New Mexico State Senate
State Capitol
Santa Fe

COMMITTEES:
RANKING MEMBER:
• Judiciary
MEMBER:
• Rules

SENATOR CRYSTAL BRANTLEY
R-Catron, Doña Ana, Grant, Hidalgo, Luna, Sierra & Socorro-35

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Elephant Butte, NM 87935

Phone: (575) 740-1539
E-mail: crystal.brantley@nmlegis.gov

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific–Norfolk Southern Merger (Docket No. FD 36873)

Dear Chairman Fuchs,

As a proud state senator representing southwest New Mexico, I write in strong support of the proposed merger between Union Pacific Railroad and Norfolk Southern Railway. Freight rail is the economic backbone of our region—moving agricultural products, energy resources, manufactured goods, and critical materials that keep our communities working and connected to the rest of the nation.

This merger represents a forward-looking investment in the reliability and competitiveness of America's rail system. The new transcontinental rail service will:

- Advance economic growth and strengthen national defense by improving domestic manufacturing logistics and reducing highway wear costs for taxpayers.
- Enhance U.S. competition with faster, more efficient rail service and stronger options against the North American truck network.
- Benefit customers through expanded service in underserved markets, more reliable schedules, and improved end-to-end visibility for freight shippers.
- Protect and expand jobs—as confirmed by the recent SMART-TD union agreement ensuring no job losses for unionized employees and setting a new benchmark for labor-management cooperation in our industry.

This is about more than a business transaction—it's about securing the future of American transportation. For New Mexico, it means greater opportunity for rural communities, better market access for our producers, and continued growth in good-paying railroad jobs that anchor families and strengthen local economies.

I respectfully urge the Surface Transportation Board to approve this merger. It reflects the very best of American enterprise—private investment, innovation, and partnership that will deliver tangible benefits to workers, shippers, and taxpayers alike.

Sincerely,



Crystal Brantley
New Mexico State Senator, District 35

cc: Michelle A. Schultz, Member
Karen J. Hedlund, Member

New Mexico State Senate
State Capitol
Santa Fe

COMMITTEES:
CHAIR:
• Tax, Business & Transportation
MEMBER:
• Conservation

SENATOR CARRIE HAMBLEN
D-Doña Ana-38

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E-mail: carrie.hamblen@nmlegis.gov

November 12th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Senator for the great state of New Mexico, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Union Pacific operates an incredibly important hub in southern New Mexico, including the district I represent, providing jobs, training, and much needed transport of goods to the southwest.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

New Mexico State Senator, District 38

cc: Member Schultz
Member Hedlund



State Senator Michael Padilla
Majority Whip

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Senator for New Mexico State Senate District 14, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This merger will support economic development and other initiatives important to the area I represent.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

PO Box 67545, Albuquerque, NM 87193 | Tel (505)977-6247 | Michael.Padilla@nmlegis.gov

- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Very Respectfully,



Michael Padilla
State Senator | Majority Whip

PO Box 67545, Albuquerque, NM 87193 | Tel (505)977-6247 | Michael.Padilla@nmlegis.gov

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

CARRIE WOERNER
Assemblywoman 113th District
Saratoga County
Warren County
Washington County

CHAIR
Committee on Racing and Wagering

COMMITTEES
Agriculture
Local Governments
Tourism, Parks, Arts and
Sports Development

MEMBER
Commission on Rural Resources
Task Force on Women's Issues

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the State of New York, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses that are large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:
•**Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
•**Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
•**Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
•**Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy. Sincerely, Assemblymember

Best regards,

Carrie Woerner
Member, New York State Assembly
113th Assembly District
Saratoga, Warren, Washington Counties

ALBANY OFFICE: Room 845, Legislative Office Building, Albany, New York 12248 • 518-455-5404, FAX: 518-455-3727
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THE ASSEMBLY
STATE OF NEW YORK
ALBANY

DONNA A. LUPARDO
Member of Assembly
123rd District

CHAIR
Committee on Agriculture

COMMITTEES
Economic Development, Job Creation,
Commerce and Industry
Higher Education
Rules
Transportation

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Member of the NYS Assembly and a senior member of the Committee on Transportation, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

As you well know, freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, supporting our farmers, and connecting our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses that are large and small.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.

ALBANY OFFICE: Room 828, Legislative Office Building, Albany, New York 12248 • 518-455-5431, FAX 518-455-5693
DISTRICT OFFICE: State Office Building, 17th Floor, 44 Hawley Street, Binghamton, New York 13901-4416 • 607-723-9047, FAX 607-723-9313
E-MAIL: lupardod@nyassembly.gov

- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Donna A. Lupardo

Donna A. Lupardo
Member of Assembly

ALBANY OFFICE: Room 828, Legislative Office Building, Albany, New York 12248 • 518-455-5431, FAX 518-455-5693
DISTRICT OFFICE: State Office Building, 17th Floor, 44 Hawley Street, Binghamton, New York 13901-4416 • 607-723-9047, FAX 607-723-9313
E-MAIL: lupardod@nyassembly.gov

THE SENATE
STATE OF NEW YORK

RANKING MINORITY MEMBER
AGRICULTURE
BANKS

COMMITTEES
COMMERCE, ECONOMIC DEVELOPMENT AND SMALL BUSINESS
ELECTIONS
FINANCE

GEORGE M. BORRELLO
SENATOR
57TH DISTRICT

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FAX: (716) 372-5740

November 12, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

This letter is in strong support for the proposed merger between Union Pacific and Norfolk Southern railroads.

Freight rail is an economic engine for our state's economy, safely moving goods that power our industries, supporting agriculture, and connecting our communities to markets throughout the nation and beyond our borders. Norfolk Southern has long been an essential transportation partner, providing efficient, reliable and cost-effective service.

This proposed merger will create the first transcontinental railroad in the United States It will strengthen our economy because it will strengthen our rail network and deliver tangible benefits to shippers, consumers and communities through improved service reliability, reduced transit times, and expanded reach to new markets.

Therefore, I commend Norfolk Southern for being directly instrumental in making Western New York a better place to live and work. I wish them continued success with this new endeavor.

Please accept my best wishes. Do not hesitate to contact me if I may be of further assistance.

Sincerely,

George M. Borrello

George M. Borrello
Senator, 57th District

GMB/glf

THE SENATE
STATE OF NEW YORK
SENATOR PATRICK M. GALLIVAN
60TH DISTRICT

November 6, 2025

The Honorable Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the New York State Senate, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers an opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger will help secure the future of our transportation network, support economic development and ensure American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Patrick M. Gallivan
Senator – 60th District

BALLANTINE COMPANY, INC.
6109 Old Branch Road
Wilmington, NC 28409

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former State Senate Minority Leader of the State of North Carolina, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Patrick J. Ballantine
President
Ballantine Company, Inc.
www.BallantineCompany.com

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
House Of Representatives

REPRESENTATIVE ED GOODWIN
1ST DISTRICT

OFFICE: 2217 LEGISLATIVE BUILDING
16 W. JONES STREET
RALEIGH, NC 27601-1096
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COMMITTEES:

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AGRICULTURE
APPROPRIATIONS
ENVIRONMENT
MARINE RESOURCES & AQUA CULTURE
STATE PERSONNEL
TRANSPORTATION

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a North Carolina State Representative, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,
Ed Goodwin
Representative Ed Goodwin
NCHD1

Office of the Rules Chairman
North Carolina House of Representatives

JOHN R. BELL, IV
10TH DISTRICT

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

John R. Bell, IV

cc: Member Schultz
Member Hedlund

16 W. JONES STREET, RM 2301 • RALEIGH, NC 27601-1096 • (919) XXX-XXXX

North Carolina General Assembly
House of Representatives

REPRESENTATIVE MIKE CLAMPITT
119TH DISTRICT

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APPROPRIATIONS
EDUCATION - COMMUNITY COLLEGES
REGULATORY REFORM

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

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I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Mike Clampitt

Representative Mike Clampitt
North Carolina House District 119

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
House Of Representatives

REPRESENTATIVE PHIL SHEPARD
15TH DISTRICT

OFFICE: 534 LEGISLATIVE OFFICE BUILDING
300 N. SALISBURY STREET
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APPROPRIATIONS, TRANSPORTATION
COMMERCE AND ECONOMIC DEVELOPMENT
EDUCATION, K-12
HEALTH
HOUSE SELECT COMMITTEE ON GOVERNMENT EFFECIENCY
HOUSE SELECT COMMITTEE ON HELENE RECOVERY
TRANSPORTATION

October 8th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

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I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Phil Shepard

Phil Shepard
State Representative

North Carolina General Assembly
House of Representatives

REPRESENTATIVE FRANK ILER
17TH DISTRICT

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Representative Frank Iler
District 17
NC House of Representatives

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
House of Representatives

REPRESENTATIVE LARRY C. STRICKLAND
28TH DISTRICT

OFFICE: 304 LEGISLATIVE OFFICE BUILDING
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COMMITTEES:

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APPROPRIATIONS, AGRICULTURE & NATURAL & ECONOMIC RESOURCES, VICE CHAIRMAN
COMMERCE, MEMBER
EDUCATION - K-12, MEMBER
ENERGY & PUBLIC UTILITIES, MEMBER

October 9, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Larry C. Strickland

Representative Larry C. Strickland
North Carolina House District 28

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
House of Representatives

REPRESENTATIVE Jeff Zenger
74th District

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District: 74th

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JOINT LEGISLATIVE ELECTIONS OVERSIGHT COMMITTEE

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

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I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Jeff

Jeff Zenger
State Representative, North Carolina

North Carolina General Assembly
House Of Representatives

REPRESENTATIVE KYLE HALL
91ST DISTRICT

CHAIRMAN OF APPROPRIATIONS

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the State of North Carolina, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

North Carolina House of Representatives
Kyle Hall

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
House of Representatives

REPRESENTATIVE MIKE SCHIETZELT
35TH DISTRICT

LEGISLATIVE OFFICE BUILDING
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COMMITTEES:

APPROPRIATIONS
JUDICIARY 1
K-12 EDUCATION
OVERSIGHT
TRANSPORTATION APPROPRIATIONS
JOINT LEGISLATIVE COMMISSION ON GOVERNMENT OPERATIONS

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Representative Mike Schietzelt
State Representative
North Carolina District 35

cc: Member Schultz
Member Hedlund

North Carolina General Assembly
Senate

SENATOR BOBBY HANIG
1ST DISTRICT

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DISTRICT: 102 ORCHARD LANE
POWELLS POINT, NC 27966

COMMITTEES:

APPROPRIATIONS GENERAL GOVERNMENT AND INFORMATION TECHNOLOGY, CHAIRMAN
STATE AND LOCAL GOVERNMENT, CHAIRMAN
AGRICULTURE, ENERGY, AND ENVIRONMENT
EDUCATION/HIGHER EDUCATION
REGULATORY REFORM
TRANSPORTATION

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator in North Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability,

support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,



Sen. Bobby Hanig
NC State Senator, District 1

cc: Member Schultz
Member Hedlund

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Todd Stephens
The Woodlands Township

Derron Vincik, PE, LEED AP
PGAL

Richard A. Zientek
Union Pacific Railroad

nha
CONNECT. INFLUENCE. EDUCATE.

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Board of Directors of the North Houston Association (NHA), we would like to express the organization's full support for the proposed merger between Union Pacific Norfolk Southern.

NHA is a regional business association that advocates on matters of infrastructure and development in Harris, Montgomery and Waller Counties. We represent more than 150 professional services firms and industry leaders within our 1,800 square miles.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Best regards,

Marlisa Briggs
President

Kim Sachtleben
Board Chair

cc: Member Schultz and Member Hedlund

NORTH IOWA Corridor
ECONOMIC DEVELOPMENT CORP.

9/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a regional economic development organization representing businesses and communities across North Iowa, reliable rail service is critical to our local economy, employers, and residents. The proposed Union Pacific–Norfolk Southern merger offers a valuable opportunity to strengthen these connections and deliver long-term benefits to our region.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the North Iowa Corridor Economic Development Corporation, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Chad Schreck
President & CEO
North Iowa Corridor EDC

cc: Member Schultz
Member Hedlund

NORTH LITTLE ROCK
CHAMBER *of* COMMERCE
OUR COMMUNITY. YOUR BUSINESS.

9-16-2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Central Arkansas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the North Little Rock Chamber of Commerce, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Derrell Harwtick

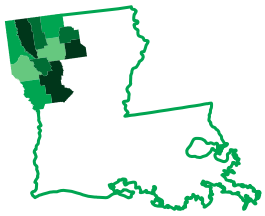
President & CEO

North Little Rock Chamber of Commerce

cc: Member Schultz

Member Hedlund

100 Main Street • P.O. Box 5288 • North Little Rock, AR 72119-5288 • Phone: (501) 372-5959
www.nlrchamber.org • E-mail: nlrchamber@nlrchamber.org



NORTH LOUISIANA ECONOMIC PARTNERSHIP

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a regional economic development organization, the North Louisiana Economic Partnership is committed to serving as a catalyst and connector for advancing economic growth throughout our region. Reliable rail service is essential to the competitiveness of our regional economy, supporting the needs of businesses, industries, and residents alike.

The proposed merger between Union Pacific Railroad and Norfolk Southern presents a meaningful opportunity to strengthen these connections, enabling the faster, more efficient movement of goods. Union Pacific already maintains a significant presence in North Louisiana, directly linking our inland port and foreign trade zone to markets. A combined network would further expand the movement of goods both domestically and internationally, increasing our region's reach and competitiveness.

This merger stands to provide multiple benefits to our region, including:

- Seamless coast-to-coast movement of goods for existing industries.
- Faster, more dependable service with reduced congestion.
- Expanded market access for local businesses.
- Continued investment in rail infrastructure, improving safety, creating jobs, and supporting long-term economic vitality.

On behalf of North Louisiana Economic Partnership, I respectfully ask the Surface Transportation Board to approve this merger.

Sincerely,

Justyn Dixon
President & CEO

cc: Member Schultz
Member Hedlund

NMIDA
NORTH MISSISSIPPI
INDUSTRIAL DEVELOPMENT ASSOCIATION

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The North Mississippi Industrial Development Association (NMIDA) is a regional economic development entity encompassing 30 counties across North Mississippi. We understand the critical nature transportation has for economic development efforts as well as the challenges faced by many rural communities.

As the Executive Director of NMIDA, I would like to offer my support of the proposed Union Pacific – Norfolk Southern merger. I recognize the important role freight rail plays in supporting local economies, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our growing industrial base which relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. In addition, reducing highway congestion decreases the need for highway maintenance spending, improves public safety, and quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

As the economic development landscape evolves emphasis on reduced transportation costs remains a key factor for growth. As such I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for regions like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

William (Skip) Scagg
Executive Director

cc: Member Schultz
Member Hedlund

26853 E. MAIN ST. | P.O. BOX 718 | WEST POINT, MISSISSIPPI 39773 | 662.494.4633 | 662.494.3231 | www.nmida.com

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

The North Platte Area Chamber of Commerce and Economic Development Corporation is expressing our strong support for the proposed merger between Union Pacific and Norfolk Southern. We are the economic development arm of the City of North Platte and Lincoln County and represent over 600 businesses in our region. Our board of directors has unanimously endorsed the merger.

Our community has a long history with Union Pacific dating back to 1866 and specifically over the past 80 years as the home of Bailey Yard, the world's largest rail classification yard. Union Pacific remains our largest employer. We believe the merger will even strengthen North Platte's role in serving the transcontinental railroad's needs and employment. Union Pacific has also been instrumental in our development of an industrial rail park and Nebraska's first inland port authority.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and ranchers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for Nebraska, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

NEBRASKA Economic Development Certified Community

ADDRESS
502 South Dewey Street
North Platte, NE 69101

PHONE
Office (308) 532-4966
Fax (308) 532-4827

WEB
www.nparea.com

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Gary Person

Gary Person
President & CEO

cc: Member Schultz
Member Hedlund

NORTHWEST
NATIVE
CHAMBER

6500 SW Macadam Blvd. Suite 175
Portland, Oregon 97239
(503) 894-4525
www.nwnc.org

November 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the CEO of the Northwest Native Chamber (NWNC), the largest organization dedicated to strengthening Tribal and Native American businesses across Washington, Oregon, and Idaho, I recognize the central role freight rail plays in supporting our regional economy, local businesses, and our community. Reliable rail service connects our region to broader markets and provides an efficient and dependable option for moving goods.

NWNC is one of the largest technical assistance providers for small businesses in the Pacific Northwest, supporting hundreds of entrepreneurs each year. Since 1994, we have built a strong record of expanding business capacity, increasing access to capital, and preparing companies to compete for public and private contracts. Many of the businesses we support rely on freight rail to move goods efficiently, access new markets, and participate in regional, national, and international trade. With deep regional networks and industry expertise, NWNC helps drive business growth, job creation, and economic resilience, making reliable and efficient rail service critical to the success of our communities and the broader economy.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the potential to deliver those improvements by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach, and encourage investment in infrastructure and technology. At the same time, it is critical that these benefits are realized in ways that uphold safety, sustainability, and long-term value for communities like ours. I trust that the Surface Transportation Board will safeguard those interests throughout its review.

Freight rail reduces highway congestion and emissions, making it a key part of a more sustainable and efficient transportation system. With thoughtful planning, the merger could strengthen service dependability, support local businesses, and spark opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account as it considers the proposed transaction.

As the CEO of the Northwest Native Chamber, the largest organization dedicated to strengthening Tribal and Native American businesses across Washington, Oregon, and Idaho,

Sincerely,



James Alan Parker, Chippewa-Cree
Chief Executive Officer
Northwest Native Chamber
(503) 894-4525

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a City Councilmember for O'Fallon, Missouri, I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

Missouri already boasts a robust rail infrastructure, with approximately 3,800 miles of tracks and 20 freight railroads operating across the state. Connecting our two coasts will allow for more efficient and cost-effective single-line rail service – connecting St. Charles County and communities throughout Missouri to markets across the United States and North America. This enhanced connectivity will open up new opportunities for our local manufacturers, helping them reach more customers and expand their business opportunities.

Freight rail remains the most efficient way to move large volumes of goods over long distances. A single freight car can carry the equivalent of roughly four full truck loads, and Missouri's rail system already transports the equivalent of more than 21 million truckloads each year.

Beyond efficiency, relying too heavily on trucks for freight movement accelerates wear and tear on our roadways. Major highways – including I-70, I-64, and Route 364 – run directly through O'Fallon, placing additional strain on our local infrastructure. Expanding freight rail capacity can ease that burden by reducing congestion, limiting road damage, and keeping heavy trucks off our small neighborhood streets.

This merger isn't just about rail lines – it's about building a stronger supply chain network that will keep our communities and our economy moving. For these reasons, I urge the Surface Transportation Board to approve this historic merger and pave the way for the economic opportunities it will bring to our state and our nation.

Linda M Ragsdale

Sincerely,
Councilmember Linda Ragsdale
O'Fallon, MO

OAK PARK AREA ARTS COUNCIL

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The Oak Park Area Arts Council is the local arts council and the hub for artistic activity in the Villages of Oak Park, Forest Park and River Forest. We are writing this letter in support of the proposed Union Pacific-Norfolk Southern merger.

A dependable railroad service is very important for our local economy, businesses and residents. The proposed Union Pacific-Northern Southern merger offers an opportunity to strengthen these connections and deliver long term benefits. The population of Oak Park alone has grown by 2,000 residents since the last national census. Many of our new residents work in the city of Chicago and other western suburbs. They depend on UPRR for a comfortable, safe and quiet ride to their offices and back home at the end of day. This merger will provide faster, more dependable service, reduced congestion and that is exactly what we all want. We see and appreciate the continued investment in infrastructure-enhancing safety, creating jobs and doing things to make sure our community remains competitive in a growing economy.

On behalf of the Board of the Oak Park Area Arts Council, I respectfully urge the Surface Transportation Board to approve this merger so this community can enjoy the efficiencies, investments and opportunities it will bring-connecting our communities regionally, nationally and across the globe!

Sincerely,

Camille Wilson White

Camille Wilson White; Executive Director

cc: Member Schultz
Member Hedlund

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Chase Levy, and I am the owner of Ocean and Oak Outfitters, a South Carolina-based hunting and fishing supply company that provides outdoor gear to sportsmen, retailers, and outfitters across the region. I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

For small businesses like mine, reliable shipping is critical to meeting customer expectations and keeping inventory flowing. The UP-NS merger would enhance that reliability by creating a more efficient and dependable freight network, ensuring that hunting and fishing products reach retailers and consumers on time and without costly delays.

This merger would connect key markets nationwide, helping small outdoor-focused businesses like Ocean and Oak manage inventory, reduce shipping disruptions, and better serve customers during peak seasons. Improved rail connectivity would mean faster resupplies and fewer bottlenecks-benefits that make a real difference for small companies competing in a fast-moving retail environment.

Additionally, by reducing truck congestion and creating more streamlined rail routes, this merger would lower transportation costs and improve delivery timelines for small businesses that depend on dependable, affordable logistics to stay competitive.

For these reasons, I respectfully urge the Surface Transportation Board to approve the merger between Union Pacific and Norfolk Southern, ensuring a stronger, more resilient supply chain that supports small businesses, retailers, and customers across South Carolina and beyond.

Sincerely,

Chase Levy

Chase Levy
Co-Owner, Ocean and Oak Outfitters

The right place in Texas

Odessa

City of Odessa
City Council

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW Washington, DC 20423

Dear Chairman Fuchs,

As a member of the Odessa City Council, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern railways. This merger represents a critical opportunity to enhance the efficiency and reliability of freight transportation, which is vital to the economic growth of Odessa and the Permian Basin region.

Odessa serves as a major hub for energy production and commerce. Improved rail connectivity resulting from this merger will facilitate faster, more efficient movement of goods, support local businesses, and create additional economic opportunities for our community. A stronger, more integrated railway network will also attract new investment, further strengthening Odessa's position as a regional economic leader.

I respectfully urge the Surface Transportation Board to approve this merger, recognizing the substantial benefits it will bring to Odessa and the broader West Texas region.

With utmost respect,

Greg Connell
Councilman, District #4
Odessa, Texas City Council
Gconnell@odessa-tx.gov

October 22nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the State of Ohio, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Thomas Hall



cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

10/08/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Representative of the State of Ohio, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Phil Plummer
State Representative
[

cc: Member Schultz
Member Hedlund

(INSERT LOGO HERE)

Ohio Senate
Senate Building
1 Capitol Square
Columbus, Ohio 43215
(614) 466-8056

Transportation - *Chair*
Armed Services, Veteran Affairs and Public Safety
Finance
Financial Institutions, Insurance and Technology

Thomas F. Patton
State Senator
24th District

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Senator representing Ohio's 24th District, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and fair consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Thomas F. Patton
State Senator, 24th District

George F. Lang
Senate Majority Whip
4th District

Ohio Senate
Senate Building
1 Capitol Square
Columbus, Ohio 43215
(614) 466-8072
Lang@ohiosenate.gov

Committees:
Finance
Rules and Reference
JCARR
Financial Institutions, Insurance and Technology
Energy
Small Business and Economic Opportunity
Workforce Development

October 21st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Majority Whip of the Ohio Senate, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

Thus, I respectfully urge the Surface Transportation Board to give full and fair consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

If you have any questions about my support, please do not hesitate to contact me at 614-466-8072.

Sincerely,



Senate Majority Whip
Ohio Senate District 4

COMMITTEES
Administrative Rules
Banking, Financial Services and Pension
Business

SUBCOMMITTEE
Appropriations & Budget-
Finance, Vice Chair
CONFERENCE COMMITTEE
Administrative Rules

HOUSE *of* REPRESENTATIVES
State of Oklahoma

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

November 13, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the State Representative of the Oklahoma District 22, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Ryan Eaves
Oklahoma House of Representatives, District 22
Proudly serving Atoka, Coal, Johnston, and Murray counties

2300 N. LINCOLN BLVD., SUITE 547.3 | OKLAHOMA CITY, OK 73105 | o. (405) 557-7412 | ryan.eaves@okhouse.gov

Representative Judd Strom
House District 10
State Capitol Building
2300 N. Lincoln Blvd., Room 455.1
Oklahoma City, OK 73105
Office 405-557-7402
Judd.Strom@okhouse.gov

Chairman:
Appropriations and Budget General Government

Committees
Appropriations and Budget
General Government
Government Oversight
Joint Committee Appropriations and Budget
Conference Committee on Government Oversight
GCCA

House of Representatives
State of Oklahoma

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As House Representative of the State of Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Yours,



Representative Judd Strom
State of Oklahoma
House District 10

cc: Member Schultz
Member Hedlund

Representative Tim Turner
House District 15
Proudly serving:
Haskell, LeFlore, McIntosh
Muskogee & Pittsburg
Counties

HOUSE of REPRESENTATIVES
State of Oklahoma

Oklahoma State Capitol
2300 North Lincoln Blvd., Suite 500.3
Oklahoma City, OK 73105-4805
(405)557-7375 Office
Tim.Turner@okhouse.gov

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Oklahoma State Representative for House District 15 in southeast Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tim Turner
State Representative, District 15

cc: Member Schultz
Member Hedlund

JIM GREGO
State Representative
District 17
Proudly serving:
Latimer and Pittsburg Counties

House of Representatives
STATE OF OKLAHOMA

COMMITTEES:
Chair, A&B Natural Resources
Appropriations & Budget
Transportation
Energy and Natural Resources Oversight

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of Oklahoma House District 17 and Chairman of A&B Natural Resources Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jim Grego
State Representative
District 17

cc: Member Schultz
Member Hedlund

2300 North Lincoln Blvd., Room 250.1, Oklahoma City, OK 73105-4885
Office: 405-557-7381
email: jim.grego@okhouse.gov

JOSH CANTRELL
House District 49
State Capitol
2300 N. Lincoln Blvd.
Rm 303.2
Oklahoma City, OK 73105
Josh.Cantrell@okhouse.gov

Majority Caucus Secretary
Committees:
Assistant Majority Whip
Health & Human Services Oversight
A&B Transportation Subcommittee
Tourism
Transportation

HOUSE *of* REPRESENTATIVES

State of Oklahoma

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State Representative of the Oklahoma House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,

Representative Josh Cantrell

cc: Member Schultz
Member Hedlund

Representative Brad Boles
District 51
Proudly Serving:
Grady & Stephens Counties

House Standing Committee Member of:
Chairman, Energy and Natural Resource
Oversight
County and Municipal Government
Appropriations & Budget
Business

HOUSE of REPRESENTATIVES
State of Oklahoma

October 27, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board Chairman
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of the Oklahoma House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our stat's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

State Representative HD51

cc: Member Schultz
Member Hedlund

2300 N. Lincoln Blvd., Room 244.1, Oklahoma City, OK 73105-4803
405-557-7405, brad.boles@okhouse.gov

Representative Nick Archer
House District 55
State Capitol Building
2300 N. Lincoln Blvd, Room 202.2
Oklahoma City, OK 73105
(405) 557-7312
Nick.Archer@okhouse.gov

Committee Member:
Chair-Energy
Oversight- Energy & Natural resources
A&B Transportation
Rules

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Representative of the Oklahoma House of Representatives, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Respectfully,



Nick Archer
State Representative
District 55

COMMITTEES
Common Education, Chair
Energy and Natural Resources
Education Oversight

SUBCOMMITTEE
Appropriations & Budget on Education

HOUSE *of* **REPRESENTATIVES**
State of Oklahoma

November 10, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative of the Oklahoma House of Representatives for House District 56, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of Oklahoma's economy, safely moving goods that power our industries, support farmers and ranchers, manufacturing and entrepreneurs, and connect our communities to markets across the nation and world. Union Pacific has long been an essential transportation partner for Oklahoma, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. This reduction in highway usage provides an actual cost savings to the state and taxpayers on multiple fronts.

The proposed merger between Union Pacific and Norfolk Southern before you offers an inimitable opportunity to strengthen the aforementioned transportation network and deliver tangible benefits for shippers, consumers and communities, providing:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This marriage is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Oklahoma and the national economy.

Sincerely,

Representative Dick Lowe
House District 56

cc: Member Schultz
Member Hedlund

2300 N. LINCOLN BLVD., SUITE 547.2 | OKLAHOMA CITY, OK 73105 | o. (405) 557-7401 | dick.lowe@okhouse.gov

Mike Dobrinski
State Representative
District 59

Proudly Serving:
Blaine, Dewey, Garfield
Kingfisher, and Woodward
County

House of Representatives

Committees

Chairman
Utilities

Member
Appropriation and Budget
Human Services
Subcommittee
Energy and Natural
Resources Oversight
Transportation

October 31, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Oklahoma State Representative for District 59, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Oklahoma's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets nationwide and the world. Union Pacific has long been a dependable transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is vital not only to our nation's economic growth but also to sustainability.

The proposed merger between Union Pacific and Norfolk Southern presents an opportunity to strengthen this vital network and deliver clear benefits for shippers, consumers, and communities alike, including:

- **Improved service reliability** through more direct routes and greater operational flexibility.
- **Faster transit times** by reducing interchanges and streamlining freight movement.
- **Increased investment** in modern infrastructure, technology, and safety systems.
- **Expanded reach** that enhances supply chain resilience and competitiveness.

This merger represents more than a business transaction, it is an investment in the future of our transportation network, and global competitiveness. I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the long-term benefits it will bring to Oklahoma and the nation.

Respectfully,

Representative Mike Dobrinski

2300 N. Lincoln Blvd., Rm 300.4, Oklahoma City, OK 73105-4805
Office: (405) 557-7407 Mobile: (580) 822-5200
Mike.Dobrinski@okhouse.gov

COMMITTEES
Agriculture, Chair
Transportation

SUBCOMMITTEE
A&B-Natural Resources

HOUSE *of* REPRESENTATIVES
State of Oklahoma

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State Representative of Oklahoma, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kenton Patzkowsky

Representative Kenton Patzkowsky
Oklahoma House of Representatives
Kenton.Patzkowsky@okhouse.gov
cc: Member Schultz
Member Hedlund

Clay Staires

State Capitol, Room 347
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105
Office: 405-557-7390
clay.staires@okhouse.gov

House of Representatives
STATE OF OKLAHOMA

Vice-Chairman:
A & B Select Agencies

Committees:
Administrative Rules
Elections and Ethics
Transportation

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Member of the Oklahoma House of Representatives Transportation Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Clay Staires

cc: Member Schultz
Member Hedlund

Representative Nicole Miller
District 82
Proudly serving
Oklahoma County

Committee Member:
A&B Transportation, Chair
Appropriations & Budget
Commerce and Economic Development
Business Subcommittee

HOUSE of REPRESENTATIVES

State of Oklahoma

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As chair of the Oklahoma House Appropriations and Budget Subcommittee on Transportation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

This merger represents a forward-looking opportunity to strengthen our region's economic foundation and enhance the competitiveness of local manufacturers. Manufacturing represents 11% of Oklahoma's Gross State Product (GDP), making it a major economic driver. Freight rail plays a central role in this success – moving the goods that power our industries, sustain our farms, and connect our local communities to markets across the country and around the globe.

Union Pacific has long been a trusted transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses both large and small. By joining with Norfolk Southern, these companies would create America's first true transcontinental railroad – connecting our country coast to coast. For Oklahoma businesses, this would mean greater competitiveness, lower shipping costs, and reduced wear and tear on our roads from heavy truck traffic.

For manufacturers operating on tight margins, the logistics improvements will be game changing. Fewer rail transfers mean faster delivery times, better customer satisfaction, and dramatically lower shipping costs. What once required complex routing through multiple carriers will now be a straightforward and highly efficient process.

The benefits will extend beyond the business community to taxpayers. Heavy truck traffic has placed enormous strain on Oklahoma roads, costing residents millions in repairs and creating safety risks for families. A single freight train can carry the load of 300 trucks,

405.1 State Capitol Building, 2300 N. Lincoln Blvd., Oklahoma City, OK 73105-4805
(405)557-7357 Office
Nicole.Miller@okhouse.gov

Representative Nicole Miller
District 82
Proudly serving
Oklahoma County

Committee Member:
A&B Transportation, Chair
Appropriations & Budget
Commerce and Economic Development
Business Subcommittee

HOUSE of REPRESENTATIVES

State of Oklahoma

meaning this merger could remove thousands of heavy vehicles from our highways each day while improving both safety and infrastructure longevity.

Equally important, Union Pacific and Norfolk Southern share a commitment to investing in people. Between 2020 and 2025, they have dedicated a combined $300 million to philanthropic initiatives supporting workforce development, safety programs, and the creation of vibrant spaces where people want to live and work. These efforts mirror Oklahoma's own goals of building stronger, safer, and more vibrant communities.

As America works to rebuild its manufacturing base and reduce reliance on unstable foreign supply chains, a transcontinental railroad provides exactly the infrastructure backbone our economy needs. This merger is about more than connecting rail lines – it's about securing the future of our transportation network, driving economic development, and ensuring American freight rail remains globally competitive.

I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Oklahoma and the nation as a whole.

Sincerely,

Nicole Miller

Representative Nicole Miller
Oklahoma House of Representatives
District 82

cc: Member Schultz
Member Hedlund

405.1 State Capitol Building, 2300 N. Lincoln Blvd., Oklahoma City, OK 73105-4805
(405)557-7357 Office
Nicole.Miller@okhouse.gov

HOUSE *of* REPRESENTATIVES

★★★★★★★★★★★★★★★★★★★★★★★★★★★★

State of Oklahoma

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

cc: Member Schultz
Member Hedlund

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As members of the Oklahoma House of Representatives, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Ronny Johns
Chair, Transportation Committee

Representative Jonathan Wilk
Vice Chair, Transportation Committee

Representative Mike Kelley
Vice Chair, County and Municipal Government

Oklahoma State Capitol
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105

Office: 405.521.5539
Email: shane.jett@oksenate.gov

Shane D. Jett
Oklahoma State Senate
District 17

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Oklahoma State Senator of District 17, I strongly support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Shane D. Jett

cc: Member Schultz
Member Hedlund

Senator Ally Seifried
District 2

Ally.Seifried@oksenate.gov
Office (405)521-5555

State Capitol
2300 North Lincoln Boulevard, #528.1
Oklahoma City, Oklahoma 73105

October 16, 2025

To the Members of the Surface Transportation Board,

As the State Senator for District 2 in Oklahoma, I want to express my support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail plays a vital role in Oklahoma's economy—moving the goods that fuel our industries, support our farmers, and connect our communities to markets across the country. Union Pacific has long been a reliable transportation partner for our state, providing efficient and cost-effective service that helps keep our economy growing.

This merger presents an opportunity to strengthen that network and better serve shippers, consumers, and local communities. By improving service reliability, reducing transit times, expanding access to new markets, and investing in modern infrastructure, technology, and safety, the combined system would make it easier for Oklahoma businesses to compete and succeed.

Freight rail is also one of the most efficient forms of transportation we have. Enhancing its operations helps reduce highway congestion and emissions—benefiting both commerce and communities. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Oklahoma and the national economy.

Regards.

Senator Ally Seifried
Oklahoma Senate District 2

Senator Casey Murdock
State Capitol
2300 N. Lincoln Blvd.
Oklahoma *City*, OK 73105

Office 405.521.5626
Casey.Murdock@oksenate.gov

Oklahoma State Senate
STATE OF OKLAHOMA

Senate District 27

Proudly serving
Beaver, Cimarron, Ellis,
Dewey, Harper, Major, Texas,
Roger Mills, Woods,
and Woodward counties

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Agriculture and Wildlife Chair of the Oklahoma State Senate, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Casey Murdock
Oklahoma State Senator, District 27

cc: Member Schultz
Member Hedlund

Senator JulieDaniels
Oklahoma State Capitol, Room 421
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105

Office- 405.521.5634
Cell- 918.331.7267

Julie.daniels@oksenate.gov



Senate District 29
Nowata County
Rogers County
Washington County

Senate Majority Floor Leader

Oklahoma State Senate
STATE OF OKLAHOMA

November 12, 2025

Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Dear Chairman Fuchs:

As Majority Floor Leader of the Oklahoma State Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependency.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Julie Daniels
Senate Majority Floor Leader

Senator JulieDaniels
Oklahoma State Capitol, Room 421
2300 N. Lincoln Blvd.
Oklahoma City, OK 73105

Office- 405.521.5634
Cell- 918.331.7267

Julie.daniels@oksenate.gov

Oklahoma State Senate
STATE OF OKLAHOMA

Senate District 29
Nowata County
Rogers County
Washington County

Senate Majority Floor Leader

OKLAHOMA STATE SENATE

STATE CAPITOL BUILDING, ROOM 432
OKLAHOMA CITY, OKLAHOMA 73135

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Spencer Kern
Oklahoma Senate District #31

cc: Member Schultz
Member Hedlund

Oklahoma State Senate

Senator John Haste
District 36

State Capitol Room 530
2300 North Lincoln Blvd.
Oklahoma City, OK 73105

Office 405.521.5602
john.haste@oksenate.gov

APPROPRIATIONS
Vice Chair

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Vice Chair of the Appropriations Committee for the Oklahoma State Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

John Haste

Senator John Haste

Oklahoma State Senate

Tom Woods
Senator
District 4
State Capitol Building
2300 North Lincoln Boulevard
Oklahoma City, OK 73105
(405) 521-5576
tom.woods@oksenate.gov
www.oksenate.gov

Committees:
Chair - Appropriations Subcommittee on General Government & Transportation
Vice Chair - Energy
Vice Chair - Veterans & Military Affairs
Agriculture & Rural Affairs
Economic Development, Workforce & Tourism

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senator of District 4 in the Oklahoma State Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tom Woods
Senate District 4
Oklahoma State Senate

cc: Member Schultz
Member Hedlund

Oklahoma State Senate

David Bullard
SENATOR
District 6

State Capitol Building
Oklahoma City, Oklahoma 73105
(405) 521-5586
david.bullard@oksenate.gov

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Oklahoma State Senator of District 6, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

David Bullard,
Senate District 6

cc: Member Schultz
Member Hedlund

Oklahoma State Senate

SENATOR BRYAN LOGAN
Senate District 8
2300 North Lincoln Boulevard #533
Oklahoma City, Oklahoma 73105
bryan.logan@oksenate.gov
(405) 521-5588

COMMITTEES
Agriculture and Wildlife
Local and County Government
Technology and Telecommunications
Natural Resources Subcommittee on Appropriations

10/30/2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senator of Senate District 8, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bryan Logan

Senator Bryan Logan
Senate District 8

cc: Member Schultz
Member Hedlund

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senator of the Oklahoma Senate, District 9, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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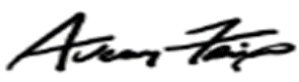
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



cc: Member Schultz
Member Hedlund

Senator Micheal Bergstrom
State Capitol
2300 N. Lincoln Blvd.
Oklahoma *City*, OK 73105

Office 405.521.5561
Cell: 918.530.0881

Senate District 1

Micheal.Bergstrom@oksenate.gov

Oklahoma State Senate
STATE OF OKLAHOMA

11/03/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Senator of the Great state of Oklahoma I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

Senator Micheal Bergstrom
State Capitol
2300 N. Lincoln Blvd.
Oklahoma *City*, OK 73105

Office 405.521.5561
Cell: 918.530.0881

Senate District 1

Micheal.Bergstrom@oksenate.gov

Oklahoma State Senate
STATE OF OKLAHOMA

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Senator Micheal Bergstrom

cc: Member Schultz
Member Hedlund

Lieutenant Governor Matt Pinnell

State Capitol Building, Suite 117
Oklahoma City, Oklahoma 73105

Office: 405-521-2161
Fax: 405-522-8694

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is vital to our economy, moving the goods that power our industries, support our farmers, and connect our communities to markets across the country. Union Pacific has long been a trusted partner in Oklahoma, providing reliable and efficient service that drives growth while helping reduce highway congestion and emissions.

The proposed merger represents a valuable opportunity to strengthen the nation's rail network, improve supply chain stability, and deliver meaningful benefits for shippers, workers, and communities alike. By providing more direct routes and reducing the need for interchanges, the combined network would offer faster and more reliable service. A unified system would also position the railroad for increased investment in infrastructure, technology, and enhanced safety measures. Additionally, improved connectivity would open new market opportunities for American businesses while cutting down on operational inefficiencies.

This merger supports sustainability and strengthens the transportation workforce. Each intermodal train has the potential to remove hundreds of trucks from our highways—a boost for road safety and a significant reduction in emissions. Both companies have made strong gains in safety performance, and union job protections will remain intact, continuing to support high-quality jobs that pay well above national averages.

For these reasons, I urge the Surface Transportation Board to approve this proposal and recognize its broad benefits for our state and the national economy. Thank you for your consideration.

Sincerely,

Matt Pinnell
Lt. Governor of Oklahoma

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Omaha, Nebraska, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers a unique opportunity to strengthen these connections and deliver lasting long-term benefits.

This historic merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating quality jobs, and ensuring the Greater Omaha community remains competitive in a rapidly changing economy.

In addition, the merger is poised to be a major advancement for the nation's supply chain, offering increased efficiency through the transcontinental integration of their rail networks.

On behalf of the Greater Omaha Chamber and our nearly 3,000 members, I respectfully encourage the Surface Transportation Board to approve this merger in a timely fashion so we can take advantage of the efficiencies, investments, and opportunities it will bring to Greater Omaha – connecting our communities regionally, nationally, and across the globe.

Sincerely,

Heath Mello
President & CEO

CC: Member Schultz
Member Hedlund

OMAHA CITY COUNCIL

OMAHA/DOUGLAS CIVIC CENTER
1819 FARNAM ST., SUITE LC-1
OMAHA, NEBRASKA 68183
Telephone (402) 444-5520
Telefax (402) 444-5263

Danny Begley
President
Brinker Harding
Vice President
Pete Festersen
LaVonya Goodwin
Ron Hug
Don Rowe
Aimee Melton

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As members of the Omaha City Council, we are writing to express our strong support for the proposed merger of Union Pacific and Norfolk Southern, which would create America's first transcontinental railroad. We believe this merger offers a significant opportunity to strengthen local, regional, and national connections and deliver substantial long-term benefits.

Given Omaha's long and deep history with Union Pacific, the City is uniquely positioned to understand the positive impact this plan will have on our residents, businesses, and local economy. The expanded service offerings and faster transit times resulting from this merger will increase Omaha's market reach, better enabling people and goods to travel into and through the metropolitan area.

Furthermore, this merger represents a commitment to continued investment in critical rail infrastructure. This investment will enhance safety, create jobs, and ensure that our community remains competitive in a growing national economy. In addition to maintaining existing positions, the City anticipates the creation of new union and non-union jobs with a company that is known for investing in its workforce through competitive wages, robust benefits, university tuition assistance, and higher-than-average retirement benefits.

Therefore, the Omaha City Council respectfully urges the Surface Transportation Board to approve this merger so that we may take full advantage of the efficiencies, investments, and opportunities it will bring—further connecting our communities regionally, nationally, and across the globe.

Sincerely,

Danny Begley
President

Brinker Harding
Vice President

Pete Festersen
Councilmember

LaVonya Goodwin
Councilmember

Ron Hug
Councilmember

Don Rowe
Councilmember

Aimee Melton
Councilmember

cc: Member Schultz
Member Hedlund

ONEACADIANA

523 Jefferson St. Lafayette, Louisiana 70501 // o 337.233.2705 // f 337.234.8671 // OneAcadiana.org

November 3, 2025

Surface Transportation Board Members
395 E Street, SW
Washington, DC 20423-0001

To the Members of the Surface Transportation Board:

America is entering a new era of industrial resurgence — one focused on reshoring manufacturing, strengthening supply chains, and building a more competitive and resilient national economy. But for these efforts to succeed, our country must match new industrial growth with the infrastructure capable of supporting it.

That is why One Acadiana supports the proposed merger of Union Pacific (UP) and Norfolk Southern (NS) — a historic opportunity to create America's first transcontinental railroad. By connecting more than 50,000 route miles across 43 states, this merger will unify the nation's two premier rail networks into a single, efficient system capable of transforming how goods move across the United States.

The benefits are clear and far-reaching. This merger will:

- Strengthen U.S. supply chains by eliminating costly interchange bottlenecks that slow freight and increase shipping costs;
- Enhance economic competitiveness by improving coast-to-coast connectivity for manufacturers, farmers, and energy producers;
- Reduce costs for consumers through faster, more reliable movement of essential goods; and
- Support job creation and industrial investment in regions like South Louisiana that depend on efficient freight access to reach global markets.

South Louisiana serves as a critical logistics and energy hub for the Gulf Coast — connecting ports, petrochemical facilities, and advanced manufacturers to the broader U.S. economy. A more integrated national rail system will help Louisiana companies reach customers faster, reduce transportation costs, and strengthen our position as a cornerstone of American trade and industry.

This merger represents not just a business transaction, but an investment in America's future. It will bolster our nation's competitiveness, create opportunity, and ensure that U.S. products move on American rails operated by American workers. For these reasons, One Acadiana strongly urges the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger.

Sincerely,

Troy Wayman, CEcD
President & CEO
One Acadiana

OneMarysville

617 Broadway Street; P.O. Box 16
Marysville, Kansas 66508
785-562-3101

October 8, 2025

Chairman Fuchs:

As Executive Director of OneMarysville, I'm writing in support of the proposed merger between Union Pacific and Norfolk Southern. Rail is part of Marysville's daily life and our future. It moves the parts our manufacturers need, carries out the products our farmers grow and keeps our small businesses connected to customers and suppliers across the country.

Union Pacific has been a dependable partner for Marysville. A stronger, more integrated network with Norfolk Southern would help our community in practical, local ways:

- **More reliable service for shippers.** Fewer handoffs and more direct routings mean less risk of delays. For firms like Landoll and our regional ag businesses, schedule dependability matters—it keeps production lines moving, orders on time and jobs here.
- **Faster transit times.** Cutting interchanges shortens the trip from Marysville to key markets. That improves price, predictability and competitiveness for local manufacturers, ag cooperatives and distributors.
- **Investment in safety and infrastructure.** A combined railroad with a national footprint is better positioned to invest in modern track, advanced signal technology and locomotive upgrades. Those investments translate into safer operations through our community and along the U.S.-36 and U.S.-77 corridors.
- **Supply chain resilience.** A broader network gives shippers more options when weather, demand spikes or national disruptions occur. For a rural hub like Marysville, redundancy isn't theory; it's how we avoid missed loads and keep Main Street humming.

There's another benefit we can't ignore: rail is a cleaner, more efficient way to move freight. When more goods ride the rails, we see less heavy-truck congestion, fewer emissions and less wear on local roads. That's good for residents, visitors and city budgets alike.

In short, this merger is not just about two railroads. It's about strengthening a system that keeps Marysville competitive, supports jobs and makes our transportation network safer and more sustainable. On behalf of our businesses and residents, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Wayne Kruse
Executive Director

opportunity oregon

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

Opportunity Oregon is a cutting-edge Oregon nonprofit working to flip the script on second -chance hiring. We have helped hundreds of justice-involved people across the state of Oregon identify new work opportunities. These Oregonians want to start fresh and become productive members of society.

One of the biggest challenges for companies today is the establishment of a sustainable workforce pipeline, particularly in industries like freight rail. Union Pacific Railroad is both a recruiting and funding partner to Opportunity Oregon. Together we are working to offer justice-involved people careers in the rail industry.

In this spirit, I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a fundamental component of the Oregon state economy. Rail powers Oregon industry, safely moves our exports and supports our farmers and ranchers, connecting Oregon communities to global markets.

One in four Americans currently possess a criminal record – a sizable talent pool that is excluded from the workforce every day. As we continue to match qualified talent with leading employers like Union Pacific, we see job stability and career growth for justice-involved Oregonians as the proposed merger will help rail better compete across the global supply chain.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on workforce development, businesses and the broader economy.

Thank you for the opportunity to share our perspective and for your leadership on this important matter.

Sincerely,

Nancy Pance

Nancy Pance
Executive Director
Opportunity Oregon
1045 Gateway Loop C| Springfield, OR 97477
Phone: 541-390-8841| Email: info@opport-unity.org
www.opport-unity.org

cc: Member Schultz
Member Hedlund

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of Oregon's statewide chamber, Oregon Business & Industry (OBI), I write to express our support for the proposed merger between Union Pacific and Norfolk Southern. OBI is a statewide association representing businesses across all 36 Oregon counties and a wide range of industries. In addition to serving as Oregon's statewide chamber of commerce, OBI is the state affiliate of the National Association of Manufacturers and the National Retail Federation. Our 1,600 member companies, more than 75% of which are small businesses, employ over 250,000 Oregonians. Many of our members depend on efficient, reliable, and cost-effective freight rail service to compete and grow in today's economy.

Freight rail is a fundamental component of the Oregon state economy. Rail powers Oregon industry, safely moves our exports and supports our farmers, connecting Oregon communities to markets everywhere. Reliable rail service helps Oregon businesses remain competitive against aggressive overseas competition and right here in North America, supporting job stability and growth, and bolstering the long-term vitality of our communities.

OBI believes the proposed merger will strengthen our essential freight rail network and deliver meaningful benefits to Oregon businesses and the broader economy, including:

- **Improved Service Reliability:** The combined network will offer more direct routes across the country and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating handoffs, the combined railroad will shorten delivery times, helping businesses meet customer demand more quickly and efficiently.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** A broader geographic footprint will open new opportunities for Oregon manufacturers and agricultural producers to access customers nationwide and globally.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses and the broader economy.

Thank you for the opportunity to share our perspective and for your leadership on this important matter.

Sincerely,

Angela Wilhelms
President and CEO
Oregon Business & Industry

cc: Member Schultz
Member Hedlund

OREGON PUBLIC PORTS ASSOCIATION

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

The Oregon Public Ports Association (OPPA) represents all 23 public ports in the State of Oregon. Our membership is diverse both in size and in geography. Members stretch from the Southern Coast at the Port of Brookings Harbor, north to the Port of Astoria and then east approximately 190 river miles along the Columbia River to the Port of Umatilla. Together, Oregon's public ports employ directly, indirectly and induce over 101,300 jobs in our state generating nearly $600 million annually in state and local taxes. We would like to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Thank you for your consideration

Sincerely,



Mark J Landauer
Oregon Public Ports Association

PAUL L. EVANS
STATE REPRESENTATIVE
DISTRICT 20

HOUSE OF REPRESENTATIVES

October 7th, 2025

Surface Transportation Board
The Honorable Patrick J. Fuchs, Chairman
395 E Street, S.W.
Washington, D.C. 20423

RE: Support for the Proposed Union Pacific–Norfolk Southern Merger

Dear Members of the Surface Transportation Board:

As a State Representative for Oregon House District 20, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Rail service is an essential element of a resilient national economy. It underpins supply chain reliability, supports business operations and employment, and enables access to both domestic and international markets.

The proposed merger represents a significant opportunity to modernize and strengthen the nation's rail network. By combining operational expertise and infrastructure, this partnership is poised to improve service reliability, reduce network congestion, and expand market access. These outcomes align with national priorities for economic growth, transportation efficiency, and environmental responsibility.

I believe this action will generate meaningful benefits for Oregon's economy and the communities I represent, including Independence, Monmouth, and South and West Salem. Enhanced rail performance will support local industries, create and sustain jobs, and help ensure that Oregon's goods reach broader markets with greater speed and dependability.

Freight rail continues to serve as the most energy-efficient mode of freight transportation, offering measurable reductions in greenhouse gas emissions compared with other surface transport options. By increasing system efficiency and investment, this merger stands to further those environmental gains while reinforcing the safety and competitiveness of the national rail system.

On behalf of the constituents of House District 20, I respectfully urge the Board to approve the Union Pacific–Norfolk Southern merger in a timely manner. This action would affirm a forward-looking vision for U.S. transportation infrastructure and provide enduring economic, environmental, and operational benefits.

900 Court St. NE Salem, OR 97301 - (503) 986-1420 - rep.paulevans@oregonlegislature.gov
District Address: 1320 Edgewater St. NW, Salem, OR 97304 - (971) 273-0114

PAUL L. EVANS
STATE REPRESENTATIVE
DISTRICT 20

HOUSE OF REPRESENTATIVES

Thank you for your attention to this matter. Please do not hesitate to contact my office should additional information be of assistance to your review.

Respectfully,

Representative Paul Evans

Oregon House of Representatives

House District 20

900 Court St. NE Salem, OR 97301 - (503) 986-1420 - rep.paulevans@oregonlegislature.gov
District Address: 1320 Edgewater St. NW, Salem, OR 97304 - (971) 273-0114

KEVIN L. MANNIX
STATE REPRESENTATIVE
DISTRICT 21

HOUSE OF REPRESENTATIVES

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative of the State of Oregon, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Representative Kevin L. Mannix

cc: Member Schultz
Member Hedlund

Capitol Address: 900 State Street NE, H-384, Salem, OR 97301 – Phone: (503) 986-1421
Rep.KevinMannix@oregonlegislature.gov – www.oregonlegislature.gov/Mannix

4 November 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As State Representative and Chair of the House Committee on Transportation, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. Expanding our multimodal transportation infrastructure, both for passenger and freight rail, is a top priority in our region.

Freight rail is critical to Oregon's economy, moving the goods that power our industries, support our farmers, and connect our communities to national and global markets. Union Pacific has long been an essential transportation partner for our state. In addition to fueling economic growth, the American freight rail network also helps to reduce highway congestion and emissions. Combined transportation activities are the source of nearly one-third of U.S. greenhouse gas emissions, and continued expansion of sustainable options is essential to meeting our climate goals.

The proposed merger offers a unique opportunity to strengthen our rail network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is a step forward for our transportation network, economic development and global competitiveness of American freight rail. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Susan McLain

Representative McLain, House District 29

cc: Member Schultz Member Hedlund

JEFFREY A. HELFRICH
STATE REPRESENTATIVE
DISTRICT 52

HOUSE OF REPRESENTATIVES

9/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative for Oregon House District 52, I understand that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy. With our fruit growing industry dependent on getting their product to market fast, a safe and reliable transit system is critical to our economic development and strength. That starts and ends with reliable rail.

On behalf of House District 52, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jeff Helfrich
State Representative
Oregon House District 52

cc: Member Schultz
Member Hedlund

Capitol Address: 900 State Street NE, H-371, Salem, OR 97301 – Phone: (503) 986-1452
Rep.JeffHelfrich@oregonlegislature.gov – www.oregonlegislature.gov/Helfrich

10/27/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Oregon Senate Republican Leader and representing Yamhill and Polk Counties, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of my area, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Bruce W. Starr

Sen. Bruce Starr

cc: Member Schultz
Member Hedlund

Oregon Zoo Foundation

4001 SW Canyon Road
Portland, OR 97221
503-220-2493
oregonzoo.org/foundation

November 6, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs,

As a community stakeholder in the Portland, Oregon area, I cannot speak to the merger but want to let you know that Union Pacific has been a generous and consistent supporter of Oregon Zoo's mission and connecting youth in our community to educational programming, career exploration, and wildlife conservation. Their support of Oregon Zoo Foundation and other non-profits allows us to serve families who might otherwise go without the resources and opportunities that positively impact their lives.

On behalf of Oregon Zoo Foundation, I respectfully ask the Surface Transportation Board to consider the positive impact of Union Pacific on our community.

Sincerely,

Michael Hogan
Foundation Director
Oregon Zoo Foundation

Together for Wildlife

November 11, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Vice President of Communications and Government Affairs of the Palos Verdes Peninsula Chamber of Commerce, a nonprofit business organization in Los Angeles County, I am writing to express the Chamber's strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is essential for the economic health of our local businesses here in Southern California. By supporting our workers and farmers, freight rail allows goods to be connected effectively to markets and communities around the state and nation. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses across California. A consolidated freight network provides both economic vitality and sustainability. Looking to a future with lower-emissions, streamlining freight rail will help to meet both economic and environmental goals as it reduces highway traffic and carbon emissions.

At the Palos Verdes Peninsula Chamber, we value long term economic growth and advocacy for local businesses in our region. The proposed merger offers a unique opportunity to strengthen our network and deliver tangible benefits for the daily life of our shippers, consumers, and communities in Southern California and beyond.

In order to move towards a future of resilient transportation networks, we must support economic development as well as minority communities. It is necessary to make such investments so that American freight rail keeps its competitive edge.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Marilyn Lyon
cc: Member Schultz
Member Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Principal of Parker Strategies, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our Colorado economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for the west, providing efficient, reliable and cost-effective service to business both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Melissa Osse

cc: Member Schultz
Member Hedlund

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger – Docket Number: FD 36873

Dear Chairman Fuchs,

On behalf of the Parsons Area Chamber of Commerce, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. As an organization dedicated to promoting economic vitality, supporting business growth, and enhancing quality of life in Parsons and throughout Southeast Kansas, we recognize the critical role that reliable transportation infrastructure plays in achieving our mission.

Freight rail has long been a cornerstone of our regional economy—connecting local manufacturers, agricultural producers, and small businesses to national and global markets. Union Pacific has been a valued partner to our community, providing dependable service that helps drive commerce and sustain jobs. Strengthening the national rail network through this merger aligns with our mission to **foster economic opportunity, encourage business investment, and support sustainable community growth**.

The proposed merger offers several benefits that will positively impact communities like ours:

- **Improved Service Reliability:** Streamlined routes and increased operational efficiency will reduce delays and help businesses plan and deliver more effectively.

- **Reduced Transit Times:** More direct connections will speed up the delivery of goods, strengthening competitiveness for Kansas producers and manufacturers.

- **Increased Investment:** A stronger, unified rail system will attract additional investment in modern infrastructure, technology, and safety—benefiting both large industries and small communities along the route.

- **Expanded Market Access:** Enhanced connectivity will open new opportunities for our region's businesses and ensure long-term economic resilience.

In short, this merger represents an opportunity to bolster the backbone of American freight transportation while advancing the same goals we strive for locally—economic development, job creation, and a stronger, more connected future.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

With gratitude,



Liz Cochran
Executive Director
Parsons Area Chamber of Commerce

cc: Member Schultz

Member Hedlund

PASO DEL NORTE
COMMUNITY FOUNDATION

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 17, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the CEO of the Paso del Norte Community Foundation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tracy J. Yellen
CEO
Paso del Norte Community Foundation

cc: Member Schultz
Member Hedlund

COMMUNITY FOUNDATION ACCREDITED
Excellence. Accountability. Impact.™

October 14, 2025

Via Electronic Filing

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

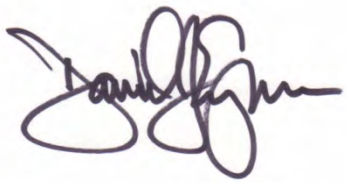
Dear Chairman Fuchs:

The Pelican Institute is a Louisiana based think tank with a mission to research and develop policy solutions to address the most significant barriers to opportunity in Louisiana. We are a dedicated group of thought leaders conducting nonpartisan research that advances policies based on free enterprise, individual liberty, and constitutionally limited government. The Institute is proud to serve as a leading voice for free markets in Louisiana and to offer its support for the proposed merger of Union Pacific and Norfolk Southern, creating America's first transcontinental railroad to connect over 50,000 route miles across 43 states. This move is an opportunity to transform the U.S. supply chain, improve the competitiveness of the national rail network, and create new sources of economic growth and workforce opportunity.

The proposed merger promises faster, more dependable service, reduced congestion, and expanded market reach. Offering single-line service is estimated to save between 24-48 hours in transit. It also enables continued investment in rail infrastructure to the tune of approximately $5.6 billion—enhancing safety, creating jobs, and keeping costs low, and providing new service options in underserved markets to support a growing economy.

We believe this merger aligns well with our mission to address the most significant barriers to opportunity in Louisiana and across the United States, as well as to advance solutions that will make meaningful differences in people's lives. As such, the Pelican Institute formally offers its support for the merger as outlined in Docket Number FD 36873. Thank you for your consideration.

Sincerely,



Daniel J. Erspamer
Chief Executive Officer
Pelican Institute for Public Policy

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Mayor of Camp Hill, Pennsylvania, I am writing to express my support for the proposed merger between Norfolk Southern (NS) and Union Pacific (UP). Our region serves as a major regional hub for Norfolk Southern and is home to a diverse manufacturing base – from food and beverage production to precision metalworking – making this merger a significant economic opportunity for our community and the broader region.

Situated along the banks of the Susquehanna River, NS's Harrisburg rail facilities are among the busiest intermodal rail centers on the East Coast, with over 637,000 containers and trailers passing through Harrisburg and Rutherford Yards each year. By establishing the nation's first seamless coast-to-coast rail network, this merger will enhance the efficiency and affordability of freight rail, encouraging more businesses to choose this safer and more sustainable mode of transportation. The resulting increase in freight traffic through our intermodal facilities will stimulate job growth in the rail sector and strengthen our region's position as a prime location for manufacturers seeking reliable, accessible transportation infrastructure.

Beyond economic opportunities, the merger promises meaningful daily benefits for our residents. Increased rail efficiency will reduce the number of long-haul trucks on our highways and bridges – vehicles that place significant strain on shared infrastructure and pose safety risks to our communities. Alleviating highway congestion will save taxpayers time and money while making our roads safer for everyone.

On behalf of the people of Camp Hill, I strongly support this merger and the economic opportunities it represents for our community. I respectfully urge the Surface Transportation Board to approve it without delay.

Thank you for your consideration.

Sincerely,

Mark A. Simpson

Mayor

cc: Member Schultz
Member Hedlund

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

As a former Secretary of Transportation for the Commonwealth of Pennsylvania under Governor Corbett, I am writing today to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

We know that freight rail service is a cornerstone of our state's economy. The industry helps us move goods that power our industry, support our farmers, and connect our communities. This industry is not only key to our economic growth it is also important to our sustainability and decongestion efforts. By shipping goods on rail, we are taking trucks off the road, and that helps our environment and our traffic challenges.

Pennsylvania is home to a significant number of rail miles operated by Norfolk Southern. Connecting their miles and resources with Union Pacific will finally fulfil President Lincoln's dream of a transcontinental railroad. That will have significant impact on our local economy as well as the national economy.

This merger will not only connect tracks, but it will also significantly strengthen the network and deliver tangible and measurable benefits for workers, consumers, shippers, and the communities along the railway.

We will see improved service reliability thanks to more direct routs and operational flexibility. Consumers and shippers will also see reduced transit times through the elimination of interchanges. The combined companies will also be able to use their efficiency savings to reinvest in the company and infrastructure.

The merger is about more than just commerce. It is also about the Pennsylvanians who make a living working at these railroads. To that end the protections that have been put into place for workers through the negotiation between the companies and SMART-TD has created certainty and allowed workers to rally around the merger.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Barry Schoch
Fromer Secretary
Department of Transportation PA

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the former chairman of the House Transportation Committee of the State of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

We learned during my time in the legislature that freight rail is a cornerstone of our states economy. It safely moves products that power our industry, delivers our food, and makes delivering consumer products efficient. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about the working men and women both working on the lines and those that depend on the goods delivered for their livelihood. I must commend Union Pacific and Norfolk Southern for their efforts to get the transit workers union on board with the merger, and as a champion of working families I am confident this will be a win-win for all involved.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Joseph Markosek

cc: Member Schultz
Member Hedlund

JOE HOGAN, MEMBER
142ND LEGISLATIVE DISTRICT

DISTRICT OFFICES
51 SCHOOL LANE
FEASTERVILLE, PA 19053
PHONE: 215-942-4067

325 WEST LINCOLN HIGHWAY
PENNDEL, PA 19047
PHONE: 215-752-6750

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES
CHILDREN & YOUTH
CONSUMER PROTECTION, TECHNOLOGY & UTILITIES
GAMING OVERSIGHT
HUMAN SERVICES

REPHOGAN.COM
JHOGAN@PAHOUSEGOP.COM

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative representing Bucks County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy. We depend on rail to safely move goods that support our industries and connect our communities. Norfolk Southern has been a key partner for our state and region and we are excited at the potential for the Union Pacific partnership.

The agreement reached with the working men and women represented by SMART-TD is a key to earning my support. The lifetime job security in the train and yardmaster services offers peace of mind to the men and women of the workforce.

During my time in legislature, I have been focused on anything that can lower costs for our working families. I believe this merger will increase efficiencies and move products faster, which will ultimately mean lower costs for consumers.

Transportation is about more than just delivering packages or parts – it is a driver of economic development. A rail system that connects the entire country will only enhance the ability of our companies to deliver their goods across the nation. That is good for small businesses, farmers, consumers, and workers.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joe Hogan
Member
142nd Legislative District

cc: Member Schultz
Member Hedlund

SHELBY LABS, MEMBER
143RD LEGISLATIVE DISTRICT

ROOM 153-B EAST WING
P.O. BOX 202143
HARRISBURG, PA 17120-2143
PHONE: 717-787-8556
FAX: 717-782-2969

1032 NORTH EASTON ROAD
DOYLESTOWN, PA 18902
PHONE: 215-489-2126
FAX: 215-345-1361

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES
AGING & OLDER ADULT SERVICES, SECRETARY
COMMERCE
SUBCOMMITTEE ON FINANCIAL SERVICES & BANKING, CHAIR
GAME & FISHERIES
HUMAN SERVICES
TRANSPORTATION
SUBCOMMITTEE ON PORTS, CHAIR

APPOINTMENT
PENNSYLVANIA COUNCIL ON THE ARTS

REPSHELBYLABS.NET
SLABS@PAHOUSEGOP.COM
FACEBOOK.COM/REPSHELBYLABS
INSTAGRAM.COM/REPSHELBYLABS

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative representing Bucks County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy. We depend on rail to safely move goods that support our industries and connect our communities. Norfolk Southern has been a key partner for our state and region and we are excited at the potential for the Union Pacific partnership.

Freight also is a sustainable way to move goods across the country. Taking large trucks off the road is not only good for the environment, but also for congestion issues our communities often face.

Transportation is about more than just delivering packages or parts – it is a driver of economic development. A rail system that connects the entire country will only enhance the ability of our companies to deliver their goods across the nation. That is good for small businesses, farmers, consumers, and workers.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Shelby Labs
Pennsylvania State Representative
143rd Legislative District

cc: Member Schultz
Member Hedlund

TORREN C. ECKER, MEMBER
193rd LEGISLATIVE DISTRICT

HARRISBURG OFFICE:
Ryan Office Building, Room 115

DISTRICT OFFICE:
282 West King Street
Abbottstown, PA 17301
Phone: (717) 259-7805

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

COMMITTEES:
Appropriations
Professional Licensure
Judiciary
Labor and Industry
Communications and Technology

CONTACTS:
Website: RepEcker.com
E-mail: tecker@pahousegop.com

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Adams and Cumberland Counties and as a Pennsylvania State Representative, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Torren C. Ecker
PA State Representative
193rd District

cc: Member Schultz
Member Hedlund

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative representing Cumberland County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

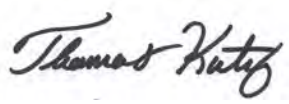
Freight rail is a cornerstone of our state's economy. We depend on rail to safely move goods that support our industries and connect our communities. Norfolk Southern has been a key partner for our state and region and we are excited at the potential for the Union Pacific partnership. Norfolk Southern operates many short rail lines in our county.

Freight also is a sustainable way to move goods across the country. Taking large trucks off the road is not only good for the environment, but also for congestion issues our communities often face.

Transportation is about more than just delivering packages or parts – it is a driver of economic development. A rail system that connects the entire country will only enhance the ability of our companies to deliver their goods across the nation. That is good for small businesses, farmers, consumers, and workers.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Thomas Kutz

cc: Member Schultz
Member Hedlund

Pennsylvania Manufacturers' Association

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Pennsylvania Manufacturers' Association (PMA), we write in strong support the proposed merger between Union Pacific and Norfolk Southern. PMA is the statewide, nonprofit trade organization that represents the manufacturing sector here in our commonwealth; generating over $106 billion annually in state gross product, employing more than 560,000 hardworking Pennsylvanians on the plant floor, and supporting supply, distribution, and retail networks that sustain millions of additional Pennsylvania jobs.

Manufacturing and rail transportation are deeply interconnected. Our members depend on reliable, efficient, and affordable rail service to move raw materials and finished goods across the nation. The unification of these two legacy rail carriers will strengthen supply chain reliability, improve network efficiency, and expand capacity. This merger stands to deliver a win-win outcome for both business and consumers through enhanced service quality, reduced congestion, and new opportunities for industrial growth.

From a historical perspective, this merger also fulfills the vision first set forth by President Abraham Lincoln when he signed the Pacific Railroad Act of 1862. His intent was to physically and economically connect the nation from coast to coast to unite communities and enable commerce. More than 160 years later, the proposed merger continues that mission by modernizing and integrating the rail system in a way that reflects the vision of a connected America.

Ultimately, this is about securing the future of our nation's transportation infrastructure, strengthening the industrial backbone of the U.S. economy, and ensuring that American freight rail remains the most advanced, safe, and competitive system in the world.

For these reasons, PMA respectfully urges the Surface Transportation Board to support the proposed merger between Union Pacific and Norfolk Southern.

Sincerely,

David Taylor
President

Cc: Member Schultz
Member Hedlund

The Frederick W. Anton III Center • 225 State Street • Harrisburg, Pennsylvania 17101
Phone (717) 232-0737 • Fax (717) 232-8623 • www.pamanufacturers.org

CHAD G. REICHARD, MEMBER
90th LEGISLATIVE DISTRICT

CAPITOL OFFICE
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Harrisburg, PA 17120-2090
Phone: 717-783-5218
Fax: 717-782-2903

Website: RepReichard.com

House of Representatives
Commonwealth of Pennsylvania
Harrisburg

DISTRICT OFFICES
1402 East Main Street
Waynesboro, PA 17268
Phone: 717-749-7384
Fax: 717-762-4380

Antrim Township Building
10655 Antrim Church Road
Greencastle, PA 17225
(No Mail Please)
Phone: 717-895-3902

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for the 90th Legislative District, representing the southern half of Franklin County, PA, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. Our business community, which relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. Additionally, our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. Reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and

sustainable rail service nationally and globally. Additionally, as agriculture is a major aspect of our economy in south-central Pennsylvania, I also ask that you ensure that any merger will not have negative impacts on our farmers and food producers, as they heavily rely on the rail network to feed our nation.

Very truly yours,

Chad G. Reichard
State Representative, 90th District
Franklin County, PA

cc: Member Schultz
Member Hedlund



SENATOR
GREG ROTHMAN
34TH DISTRICT

HARRISBURG OFFICE
168 MAIN CAPITOL BUILDING
HARRISBURG, PA 17120
717-787-1377

NEW BLOOMFIELD DISTRICT OFFICE
25 EAST MCCLURE ST.
NEW BLOOMFIELD, PA 17068
717-582-2454

SHIPPENSBURG DISTRICT OFFICE
81 WALNUT BOTTOM RD.
SHIPPENSBURG, PA 17257
717-844-5441

SILVER SPRING DISTRICT OFFICE
4 FLOWERS DR., SUITE 3
MECHANICSBURG, PA 17050
717-283-4200

Senate of Pennsylvania

COMMITTEES

GAME AND FISHERIES, CHAIR
AGRICULTURE AND RURAL AFFAIRS
BANKING AND INSURANCE
EDUCATION
FINANCE
RULES AND EXECUTIVE NOMINATIONS
TRANSPORTATION

SENATORROTHMAN.COM

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

I write in support of the proposed merger between Union Pacific and Norfolk Southern.

This merger represents a generational opportunity to strengthen our national economy. It will unlock more than $5 billion in annual investment in safer, more resilient infrastructure, creating jobs and driving long-term economic growth. These improvements will not only modernize our rail system but also enhance safety and reliability across the board.

For working families, small businesses, and industries across Pennsylvania, from agriculture and energy to manufacturing and logistics, this merger means more efficient transportation, lower shipping costs, and greater access to national and global markets. A more unified and technologically advanced rail network will reduce supply chain bottlenecks, helping to lower prices and improve competitiveness for American-made goods.

Transportation is more than a system of tracks and trains — it's a backbone of economic opportunity. This merger will help ensure that backbone is strong, safe, and built for the future.

I respectfully urge the Board to give full and favorable consideration to this proposal, recognizing the broad economic benefits it will deliver to Pennsylvanians and to Americans across the country.

Sincerely,

Greg Rothman
State Senator
34th District

cc: Member Schultz
Member Hedlund

43RD DISTRICT
STATE SENATOR
JAY COSTA
SENATE BOX 203043
HARRISBURG, PA 17120-3043
717-787-7683
FAX: 717-783-5976

1501 ARDMORE BOULEVARD
SUITE 403
PITTSBURGH, PA 15221
412-241-6690
FAX: 412-731-2332

4736 LIBERTY AVENUE
SUITE 1
PITTSBURGH, PA 15224
412-578-8457
FAX: 412-578-9874

The Democratic Leader

Senate of Pennsylvania

COMMITTEES

APPROPRIATIONS, EX-OFFICIO
RULES & EXECUTIVE NOMINATIONS, DEMOCRATIC CHAIR
INTERGOVERNMENTAL OPERATIONS

costa@pasenate.com
www.senatorcosta.com

November 3, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Leader of the Democratic Caucus of the Senate of the State of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. I believe this merger will help with providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including improved service reliability, reduced transit times, increased investment in infrastructure, and safety from the combined company, and an expanded reach that will open new markets and strengthen our supply chain resilience.

I am also happy to see that this is a true partnership between the company and the working men and women who have helped build and operate the rail system. The announcement of job protections and the endorsement from the union representing the workers, SMART-TD, means they will begin this endeavor stronger together.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



State Senator Jay Costa, Jr.
Democratic Leader
43rd Senate District

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former State Senator, former chairman of the transportation committee, and as fire chief of Canonsburg I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Noting moves our nation like freight rail. It is a key part of our state's economy, and connecting our nation through a single operator is important in achieving the goals of safely moving the goods that power our industries, support our family farms, and connect our communities to markets across the nation. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small and we believe a merger with Union Pacific will only strengthen our state, but will also be an engine for economic growth.

The proposed merger offers a consumers and communities a safe and efficient operator, and as a local fire chief in a growing community that is of utmost importance. Union Pacific's record of safety is second to none in rail, and we are excited to marry them with Norfolk Southern's experience operating in our state.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. This will mean protecting jobs, and I have been impressed with the merged entities efforts to bring labor on board and supportive of the deal.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Timothy Solobay

cc: Member Schultz
Member Hedlund

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the former Lt. Governor of the State of Pennsylvania, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has been a strong partner of our Commonwealth and has provided efficient and safe service to the businesses that power Pennsylvania's economy. I am confident their impending partnership with Union Pacific will only make this partnership stronger.

I believe that this potential merger is win for consumers, businesses, and our Commonwealth. Consumers can count on their goods being delivered faster and cheaper through a sustainable transportation network. It will reduce traffic in busy suburbs and give our rural farmers a coast-to-coast market. Business will see an intra continental railroad that President Lincoln dreamed of many years ago. And our state will have a reliable partner that will increase investment in our Commonwealth.

And perhaps one of the biggest winners in this entire deal are the workers. Where many workers fret about the implications of a merger like this, Union Pacific and Norfolk Southern have made a pledge to the existing workforce so convincing that SMART-TD, the labor union representing the workers, has endorsed the deal.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



James Cawley

cc: Member Schultz
Member Hedlund

Stephen Q. Miller
Pinal County Board of Supervisors
Supervisor, District 3

PINAL COUNTY

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Pinal County, Arizona I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to deliver those benefits by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach and encourage investment in infrastructure and technology. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to communities like mine, and I trust that the Surface Transportation Board will safeguard those benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Stephen Q. Miller, Chairman
Pinal County Board of Supervisors

cc: Member Schultz
Member Hedlund

Supervisor Stephen Q. Miller - District 3
820 E. Cottonwood Lane, Building A | Casa Grande, AZ 85122 | Office: 520-866-7401 | Cell: 520-858-4437
www.pinal.gov

PIONEER THEATRE COMPANY

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization at the University of Utah, Pioneer Theatre Company cannot speak to the proposed merger, but do want to share firsthand experience with Union Pacific Railroad's commitment to our mission and meaningful support.

Union Pacific's general operating support directly enhances our mission of creating a wide range of exceptional theatre that explores the breadth of the human experience—challenging the intellect, stirring emotions, igniting imaginations, and encouraging conversation. PTC's season runs from September through May and we produce six productions each year serving over 55,000 theatre patrons.

We are proud to offer a robust educational and community engagement program that reaches thousands each year. Our Student Matinee Program features two dedicated performances for every production, welcoming roughly 6,000 students from schools across Utah to experience live theatre—often for the very first time. We also engage nearly 4,000 University of Utah students annually through deeply discounted tickets, ensuring that the next generation of artists and audiences can access world-class theatre right on campus.

Beyond the university, our community outreach efforts include partnerships with organizations including five chapters of the Boys & Girls Clubs of Salt Lake, providing opportunities for underserved youth to connect with the arts in meaningful ways. In addition, our Pay What You Can initiative, Curtain Call for All, welcomed 847 patrons in its first full year, removing financial barriers and expanding access so that everyone in our community can share in the magic of live theatre.

Union Pacific's support of PTC's general operations helps make all of this possible, ensuring we can continue providing transformative experiences that strengthen our community and expand access to the arts.

On behalf of Pioneer Theatre Company, I respectfully ask the Surface Transportation Board to consider the significant and positive impact that Union Pacific has on our community.

Sincerely,

Adrian Budhu
Managing Director

Cc: Member Schultz
Member Hedlund

Platte INSTITUTE

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Omaha, Nebraska, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Platte Institute and myself personally, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jim Vokal
Chief Executive Officer

cc: Member Schultz
Member Hedlund

6910 Pacific Street, Suite 216 | Omaha, NE 68106
402.452.3737 | platteinstitute.org

Pocatello Chubbuck Chamber of Commerce

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Pocatello-Chubbuck Chamber of Commerce, Inc. in Pocatello, Idaho, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



cc: Member Schultz
Member Hedlund

POPLAR BLUFF
CHAMBER OF COMMERCE

1111 West Pine Street
Poplar Bluff, Missouri 63901
573.785.7761
Email: info@poplarbluffchamber.org
Website: www.poplarbluffchamber.org

9-19-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of the Greater Poplar Bluff Area Chamber of Commerce I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Steve Halter

cc: Member Schultz
Member Hedlund

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of Portland Metro Chamber, I am writing in support of the Union Pacific and Norfolk Southern Merger.

The Portland Metro Chamber (Chamber) represents the largest, most diverse network of businesses in the region and advocates for business at all levels of government to support commerce, community health and the region's overall prosperity. We represent more than 2,300 members, from 27 counties, 13 states and virtually every industry sector. More than 80% of our members are small businesses.

As a community leader in the Portland region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our regional businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Portland regional business community, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Andrew Hoan
President & CEO
Portland Metro Chamber

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the City of Powder Springs, we write in support of the proposed merger between Union Pacific and Norfolk Southern. The City of Powder Springs is in Cobb County just west of Atlanta and has had a history with the railroad systems going back to the late 19th century.

Norfolk Southern's rail line passes through our city and serves as a vital link to the John W. Whitaker Intermodal Terminal in nearby Austell, one of the largest and most active freight facilities in the region. The movement of goods and materials through this network supports local businesses, attracts investment, and strengthens the regional economy that Powder Springs is proud to be part of.

This merger represents an opportunity to enhance efficiency, reliability, and connectivity across the first national rail system—benefiting Georgia communities large and small. For Powder Springs and Cobb County, a stronger and more integrated rail network will help sustain economic growth, improve supply chain access for local employers, and reinforce our role as a gateway between metro Atlanta, the Port of Savannah, and markets across the country.

We believe that a unified rail system, guided by continued investment and innovation, will advance the long-term competitiveness of Georgia's logistics and manufacturing economy while maintaining the safety and environmental standards our communities value.

For these reasons, the City of Powder Springs respectfully supports the proposed merger between Union Pacific and Norfolk Southern.

Sincerely,

Albert Thurman
Mayor

PO Box 46, 4426 Marietta Street, Powder Springs, GA 30127
TEL (770) 943-1666
cityofpowdersprings.org

Preble County
Board of Commissioners

101 East Main St., Eaton OH 45320

Phone: (937) 456-8143 commissioners@prebco.org Fax: (937) 456-8114

Adam Craft ***Rachael Vonderhaar*** ***David Haber***

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

The Board of Preble County Commissioners sees firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training is not only helpful – it is lifesaving. Strong coordination between railroads and emergency services ensures readiness to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

The Board of Preble County Commissioners respectfully urges the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

BOARD OF PREBLE COUNTY COMMISSIONERS

Absent

Commissioner Rachael Vonderhaar, President

David Haber

Commissioner David Haber

Commissioner Adam Craft

cc: Member Schultz
Member Hedlund

PRYOR AREA
CHAMBER OF COMMERCE

11/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Pryor Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been a vital transportation partner for our state, offering efficient, reliable, and cost-effective services to businesses of all sizes. The American freight rail network is not only critical to our economic growth, but it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Houston Brittain / President & CEO

cc: Member Schultz
Member Hedlund

Pulaski County Quorum Court

31 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a small business owner, father raising my family in Sherwood, and member of the Pulaski County Quorum Court for more than a decade, I have seen firsthand how critical Union Pacific has been for the economic success of Pulaski County and central Arkansas. Given that hundreds of communities can say the same, I strongly support the proposed merger between Union Pacific and Norfolk Southern.

With the North Little Rock Yard in my backyard, Union Pacific has long been part of our community's identity and growth. Generations of skilled workers have built their careers there, and the railyard continues to serve as a cornerstone of economic strength for Sherwood, North Little Rock, and the greater metropolitan region. When Union Pacific invests, our residents feel it—from good-paying transportation and supply-chain jobs to the many secondary businesses that rely on a stable, efficient freight network.

The merger with Norfolk Southern represents a forward-looking step to ensure that the network remains modern, competitive, and capable of meeting the demands of a growing economy. Enhanced route efficiency, improved freight fluidity, and long-range investment will position central Arkansas to continue attracting jobs and industry, allowing small businesses and the families behind them to thrive.

Please approve this merger and continue supporting communities that depend on strong rail service to power local opportunity.

Sincerely,

Luke

Hon. Luke McCoy, District 12
Pulaski County Quorum Court

Pulaski County Quorum Court

27 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

During my service in Pulaski County, I've witnessed how infrastructure choices influence daily life. Reliable rail access is a subtle but vital factor that supports our small businesses and the industries that sustain our local economy, helping Pulaski County advance. The proposed merger between Union Pacific and Norfolk Southern represents a chance to strengthen that connection—bringing greater efficiency, expanded capacity, and more dependable service to the industries and employers that sustain our residents.

The growth in Pulaski County relies on strategic investments, and transportation plays a significant part in linking local businesses to opportunities. Union Pacific has contributed to Arkansas's development by investing in jobs, safety, and infrastructure. Norfolk Southern has a solid reputation for service and reliability, and these companies, combined, would strengthen the rail network —not just in supporting Pulaski County but also industries nationwide.

This merger focuses on community stability and future growth rather than just corporate size. Improved rail service helps farmers transport their harvests, allows manufacturers to reach markets more quickly, and helps small businesses compete regionally.

For these reasons, I believe the Union Pacific–Norfolk Southern merger is a step toward building a stronger, more resilient Central Arkansas economy, and I'm proud to support it on behalf of Pulaski County's residents.

Sincerely,



Hon. Phil Stowers, District 13
Pulaski County Quorum Court

Q. Val Hale

257 North 890 East ◆ Orem, UT 84097
(801) 372-0977

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the former Executive Director of the Utah Governor's Office of Economic Development, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

I once wrote an op-ed in the *Deseret News* about the significant economic impact railroads have on the economies of our state and nation. There is little disputing that rail is a cornerstone of our economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for Utah, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Q. Val Hale

Q. Val Hale
Retired Economic Development Executive

cc: Member Schultz
Member Hedlund

Ralph Malicki
Office of the County Executive
730 Wisconsin Avenue
Racine, WI 53403
262-636-3273
fax: 262-636-3549
ralph.malicki@racinecounty.com

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Racine County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Racine County, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Ralph Malicki
County Executive

cc: Member Schultz
Member Hedlund

LEADING TEXAS ENERGY
OIL & GAS ★ COAL ★ PIPELINES

COMMISSIONER WAYNE CHRISTIAN

RAILROAD COMMISSION OF TEXAS
1701 N. CONGRESS AVE. AUSTIN, TX 12967
512-463-7134 | WAYNE.CHRISTIAN@RRC.TEXAS.GOV

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

As a Commissioner at the Railroad Commission of Texas (RRC), I know what keeps this country running—reliable, common-sense energy and infrastructure that powers and connects Americans. While the RRC no longer regulates railroads, our mission today is just as vital by safeguarding Texas' oil and gas industry—the beating heart of America's energy independence. Our state is the backbone of America's energy independence, and it's our railroads that help connect that success every day.

The Union Pacific–Norfolk Southern merger isn't just paperwork; it's a chance to bolster America's supply chain, ease burdens on hardworking families, and keep energy flowing without more red tape. Better rail connectivity means smoother, safer deliveries from our refineries, petrochemical plants, and ports to markets across the country—all while decreasing highway traffic and lowering everyday costs.

When Texas leads, America wins. This merger will strengthen our industrial base, secure our national energy future, and grow good jobs right here at home. I urge the Surface Transportation Board to let this partnership move forward—for Texas, for American families, and for our energy and economic security.

Respectfully,

Wayne Christian
Texas Railroad Commissioner

C: Member Schultz
Member Hedlund

rainmakers
Government Strategies

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As advocates for the rail industry in Oregon over the last two decades, Rainmakers Government Strategies believes that the proposed merger of Union Pacific Railroad and Norfolk Southern Railroad will benefit both customers and communities in Oregon and address many of the issues voiced by legislators over the years.

We often hear from public policy leaders concerns about Oregon industry accessing rail. The merger has the potential to not only move more commerce nationwide, but also improve short line railroad access to containers and movement of small industry goods. By improving the main artery of rail with the merger, the inevitable outcome is the arterioles, the small railroads feeding to main lines, become more efficient, stronger and engaged. When Union Pacific grows, so too will Oregon's short lines making for a holistic improvement for our area and our economy, creating a more accessible, sustainable, and lower-cost supply chain for manufacturers and consumers. In 2024, Union Pacific moved more than 438,000 rail cars in and out of our state - I believe the merger will lead to me reporting exponential increases in that number.

We also hear from legislators concerns about congestion, reliability and safety. The merger has the potential to expand technology and infrastructure investments that will enhance service and security. I am proud to tell public policy makers in Oregon that from 2020-2024, Union Pacific invested $431 million strengthening Oregon's transportation infrastructure. At the same time, Union Pacific invested in the state's firefighting and spill equipment, funded training for responders statewide, and engaged with legislators to create a new program to respond to environmental impacts along rail lines. These types of investments and dedication to our state safety have been proven and will only grow if the transcontinental connection occurs.

While advocating for rail can be hard and, as you know, usually entails calls with complaints, not compliments, I foresee the growth of the transcontinental rail as potentially quieting concerns as infrastructure, safety, reliability and access are all improved with the combination of expertise, funds and technology that come from the merger of Union Pacific and Norfolk Southern railroads.

Best,

CJ Robert

Cindy Robert
Principal, Rainmakers Government Strategies

16200 SW Pacific Highway, Suite H-182, Tigard, OR 97224
P: 503-260-3431 ✸ Cindy@RainmakersGovernmentStrategies.com

DOWNTOWN DEVELOPMENT AUTHORITY RAWLINS

November 7, 2025

Dear Chairman Fuchs:

On behalf of the Rawlins Downtown Development Authority Board of Directors, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Union Pacific Railroad has been a vital part of the Rawlins community for generations—providing quality jobs, supporting local businesses, and contributing to community initiatives that strengthen our downtown and local economy. Their commitment to safety, sustainability, and partnership makes them an outstanding corporate neighbor and a key part of our region's success.

We believe this merger will enhance service reliability, improve efficiency, and create new opportunities for growth—both locally and across the nation. A stronger, more connected freight rail system benefits not only our businesses and workforce, but also the communities that rely on reliable, environmentally responsible transportation.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Steve Sanger
Board Chair
Rawlins Downtown Development Authority

cc: Member Schultz
Member Hedlun

Ray Graham
Association

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Dupage County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Ray Graham Association, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Kimberly Zoeller
President & CEO
Ray Graham Association

cc: Member Schultz
Member Hedlund

Kimberly R. Zoeller, President and CEO
901 Warrenville Road | Suite 500 | Lisle, IL 60532
Phone: 630.620.2222 | Fax: 630.628.2350
www.raygraham.org

Providing Quality Service Since 1950

RED HANGER
CLEANERS

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in the Salt Lake City area of northern Utah, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of northern Utah, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Ryan Fish
Owner

Red River Railroad Museum
124 West Main Street
Denison, Texas 75021
903-463-KATY (5289)
RedRiverRailMuseum@yahoo.com
RedRiverRailroadMuseum.org

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Denison, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

Our Museum's collaboration through community and cultural-historical planning receives support from Union Pacific representatives, maintaining a relationship that honors many years of dedicated commitment. Through education of Denison's third grade students annually, students receive a tour of our museum and depot which highlights the history of railroading that has offered a positive impact to our community of Denison and the nation. It was in 1872 when the KATY rail line laid track through Missouri, Kansas and Oklahoma crossing the Red River into Texas.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Red River Railroad Museum in Denison, we respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe. It is through Grant funding that our museum and others may continue to benefit with our lasting relationships of Union Pacific and Norfolk Southern.

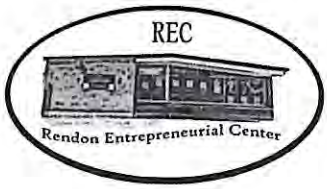
Sincerely,

Doug Hoover

Doug Hoover, Board Chairman

Sam Oswald

Sam Oswald, Executive Director



10-20-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Jesus Rendon of the Texas/ Rendon Entrepreneurial Center, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. We are based in San Antonio and our mission is to create environments where our teams can be successful.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Jesus Rendon

cc: Member Schultz
Member Hedlund

10-27-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:
As a community leader in Northeast Louisiana, the Richland Parish Chamber of Commerce recognizes the vital role freight rail plays in driving economic growth across our region. Reliable rail service connects our local industries to markets nationwide, supporting agriculture, manufacturing, and logistics—core sectors of the Richland Parish economy.

The proposed Union Pacific–Norfolk Southern merger represents an opportunity to strengthen those connections and deliver long-term benefits to our businesses and residents. The merger would improve network reliability, expand market access, and enhance supply chain efficiency for Louisiana shippers. It also reflects continued investment in modern rail infrastructure—promoting safety, sustainability, and regional competitiveness.

Freight rail remains a cornerstone of economic development in Northeast Louisiana. By improving service dependability and efficiency, this merger can help attract new investment, support existing employers, and create opportunities for growth across our communities.

On behalf of the Richland Parish Chamber of Commerce, I respectfully encourage the Surface Transportation Board to approve this merger so that our parish and region can continue to benefit from the efficiencies, investments, and opportunities it will bring.

Sincerely,

Savannah Morris

cc: Member Schultz
Member Hedlund

RISE
3555 Farnam Street
Suite #501
Omaha, Nebraska 68131
www.seeusrise.org

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strong Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to express RISE's enthusiastic support for the proposed merger between Union Pacific and Norfolk Southern. As the Founder and CEO of RISE, a Nebraska-based nonprofit dedicated to breaking generational cycles of incarceration, I have witnessed firsthand the transformative power of second-chance employment opportunities—opportunities that Union Pacific has consistently provided to our community.

For years, RISE has maintained a strong partnership with Union Pacific, built on shared values of redemption, opportunity, and community investment. Union Pacific stands apart in their industry for their commitment to second-chance hiring, opening doors for individuals who have been justice-involved and helping them rebuild their lives through meaningful employment. This partnership has resulted in life-changing career opportunities for our program graduates, not only here in Nebraska but throughout Union Pacific's extensive network where they actively hire system-impacted individuals.

Beyond employment opportunities, Union Pacific has demonstrated genuine investment in our mission through volunteer engagement and philanthropic support. Their team members regularly contribute their time and expertise to RISE programming, understanding that successful reentry reduces recidivism and strengthens our entire community.

The proposed merger with Norfolk Southern represents an unprecedented opportunity to expand these life-changing employment pathways. By combining operations, this merger would extend Union Pacific's proven second-chance hiring practices across Norfolk Southern's footprint, potentially creating hundreds of additional opportunities for justice-involved individuals seeking to rebuild their lives. For the populations we serve, access to stable, well-paying employment in the rail industry can be the difference between successful reintegration and a return to the justice system.

From an economic development perspective, the merger promises significant benefits for communities across both networks. Enhanced operational efficiency, improved service reliability, and strategic infrastructure investments will strengthen the backbone of commerce that our businesses and residents depend upon. The combined entity's ability to offer more competitive service options and expanded

RISE
3555 Farnam Street
Suite #501
Omaha, Nebraska 68131
www.seeusrise.org

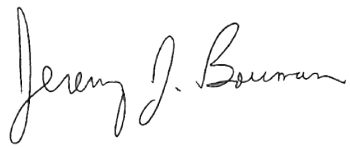
geographic reach will attract new business development and support existing enterprises in ways that neither railroad could achieve independently.

The efficiencies gained through this merger will also translate into environmental benefits through reduced truck traffic, lower emissions per ton-mile of freight moved, and more strategic routing that minimizes congestion in our communities.

On behalf of RISE and the thousands of individuals we serve annually, I respectfully urge the Surface Transportation Board to approve this merger expeditiously. The combination of Union Pacific and Norfolk Southern will create not only a more efficient transportation network but also expanded pathways to redemption and economic stability for some of our society's most vulnerable populations.

Thank you for your consideration of this important matter. I would welcome the opportunity to discuss how this merger could benefit justice-involved individuals and our communities. I can be reached at 402-981-4119 or jeremy@seeusrise.org.

Sincerely,



Jeremy Bouman
Founder & CEO
RISE

cc: Member Schultz
Member Hedlund

ROBERTSON COUNTY

Joe David Scarpinato
County Judge

Shelley Smith
Administrative Assistant

102 E. Decherd, Rm 103
P. O. Box 427
Franklin, Texas 77856

(979) 828-3542
Fax: (979) 828-2944

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Robertson County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Joe David Scarpinato
Robertson County Judge

cc: Member Schultz
Member Hedlund

ROCHESTER AREA
CHAMBER OF COMMERCE

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Rochester Area Chamber Comments on Union Pacific and Norfolk Southern Merger

Chairman Fuchs,

The Rochester Area Chamber of Commerce represents a vibrant, diverse economy in Southeast Minnesota that is home to world-renown businesses and innovators like Mayo Clinic. Our organization represents more than 1,200 businesses and organizations in the Rochester region, providing workforce resources, business advocacy, and connections to support and enhance the success of area employers.

Having a strong, resilient and diverse economy in our region and across Minnesota means recognizing the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect Minnesota to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. The Southeast Minnesota business community and our state as a whole would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

We respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Ryan Parsons
President
Rochester Area Chamber of Commerce

Jonathon Krull
Senior Director, Public Affairs and Leadership Development
Rochester Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

220 South Broadway, Ste. 100, Rochester, MN 55904 | (507) 288-1122 | chamber@rochestermnchamber.com

Town of Rocky Ford

P.O. Box 1· Rocky Ford, GA 30455
912-863-7121
townofrockyford@gmail.com

10/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a public safety department in the Town of Rocky Ford, and home to a very active Northfolk Southern railway crossing, we see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping them with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Ken Mock, Mayor
Town of Rocky Ford

Rocky Mountain Railroad Heritage Society

Trying to identify and save the Rocky Mountain Empire's Railroad Heritage

Post Office Box 969
Englewood, Colorado
80151-0969
303-961-5929
GrafSpee40@yahoo.com

Regarding the Proposed Union Pacific–Norfolk Southern Merger

The Rocky Mountain Railroad Heritage Society, Inc. is dedicated to the preservation and restoration of railroad history in the Rocky Mountain West. We also are champions of maintaining and improving the current future of rail transportation within the North American rail network market. One might wonder what connection would link the three themes together, the past, present and future.

A merger between Union Pacific and Norfolk Southern will ensure that for the first time in our history there is a railroad operation that spans the continental United States. Such a historic alliance to form what really is America's first transcontinental railroad will create such a strong railroad operation unparalleled in the long history of railroads and railroaders.

It will create jobs, create new customer bases, and help improve the economic environment in a number of ways. Trains will operate over more than 50,000 rail miles across three quarters of our country. It will link in excess of approximately 100 ports, this merger definitely will enhance the U.S. supply chain which in turn will create unparalleled new economic growth, and that will initiate sustainable organization nationwide. His merger if approved will also make rail shipments move at a faster delivery time, which can only help but create increased revenue for the railroad's customers, which in turn will create economic growth for the communities impacted by this merger.

The Rocky Mountain Railroad Heritage Society, Inc. requests the Federal Railroad Administration approve this merger as it is in the best interest of the United States to create such an entity for the reasons given above.

Sincerely,

James Jordan

President
Rocky Mountain Railroad Heritage Society, Inc. A 501 (c) (3) non profit corporation

650 Douglas Blvd.
Roseville, CA 95678

9/18/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chief Executive Officer of the Roseville Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ananda Rochita

Ananda Rochita

cc: Member Schultz
Member Hedlund

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a leading voice for the business community in Ruston and Lincoln Parish, we understand how vital reliable rail service is to the success of our local industries and the strength of our regional economy. From manufacturing and distribution to higher education and small business, connectivity and logistics are key to keeping our community competitive.

The proposed Union Pacific–Norfolk Southern merger represents an opportunity to strengthen those connections and deliver long-term benefits for North Louisiana. The merger promises faster, more dependable service, reduced congestion, and expanded market access for Louisiana businesses. It also reflects continued investment in rail infrastructure—enhancing safety, supporting workforce growth, and helping attract new industry to communities like ours.

Strong rail connectivity benefits the entire region by linking Ruston and Lincoln Parish employers to national markets, suppliers, and distribution networks. Reliable, efficient freight service helps sustain local jobs, encourages investment, and ensures North Louisiana remains competitive in a growing economy.

On behalf of the Ruston-Lincoln Chamber of Commerce, I respectfully ask the Surface Transportation Board to approve this merger so that our community and region can continue to benefit from the efficiencies, investments, and opportunities it will bring.

Sincerely,

Elizabeth Turnley
President/CEO

cc: Member Schultz
Member Hedlund

13 November 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

On behalf of the Sacramento Metropolitan Chamber of Commerce and our member businesses throughout the six-county Capital Region, we are writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.

The Sacramento Metro Chamber leads with a collective voice—bringing members together to create opportunities, deliver essential services, and advance solutions that foster a thriving regional economy. Efficient goods movement is vital to the Capital Region's economy, supporting logistics, agriculture, food and beverage, manufacturing, and other key industries that rely on dependable rail service to reach markets nationwide and globally. A more integrated and reliable freight rail network can strengthen supply chains, reduce transit times, and improve cost predictability- helping businesses in the Capital Region remain competitive and resilient amid ongoing economic pressures.

Likewise, we recognize the importance of ensuring that any consolidation in the freight network does not negatively impact passenger rail operations. Passenger rail plays an essential role in regional mobility, workforce connectivity, and sustainable growth. As such, maintaining fair access, on-time performance, and continued investment in shared-use infrastructure should remain a priority as this merger moves forward.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to the Capital Region, as well as the state and national economies.

Sincerely,

Robert W. Heidt Jr.

Robert W. Heidt, Jr.
President & CEO
Sacramento Metropolitan Chamber of Commerce

cc: Member Schultz
Member Hedlund

Salina
Area Chamber of Commerce
120 W. Ash, P.O. Box 586 • Salina, KS 67402-0586 • 785-827-9301 • fx 785-827-9758 • www.salinakansas.org

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Salina Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Renee Duxler, MSW, CEcD
President & CEO

cc: Member Schultz
Member Hedlund

SALT LAKE
EST. 1887
CHAMBER
UTAH'S BUSINESS LEADER

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Patrick Fuchs,

On behalf of the Salt Lake Chamber, we would like to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

The movement of our goods is fundamental to the prosperity of our business community and the health of our economy. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen Utah's economy, enhance the competitiveness of our businesses and secure a thriving future for our community members, all of which are essential for a flourishing Utah.

Union Pacific has long been an indispensable transportation partner for our state, consistently providing efficient, reliable and cost-effective service to businesses of all sizes. The reliable and efficient movement of goods that supports our industries, businesses and families is paramount, as it is what connects our local communities to the rest of the world.

The unified network will significantly enhance the competitiveness of Utah businesses by both improving service reliability and reducing transit times through the creation of more direct routes and eliminating redundant interchanges. The broader geographic footprint will also create expanded reach and drive increased investment across the system, ensuring it's equipped with modern infrastructure and enhanced safety systems.

I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Derek Miller
President & CEO
Salt Lake Chamber

SALT LAKE COUNTY COUNCIL

Dea Theodore
Council Chair
District 6
DHTheodore@
saltlakecounty.gov
385-468-7459

Ross Romero
Council Member
District 4
RRomero@
saltlakecounty.gov
385-468-7459

Natalie Pinkney
Council Member
At-Large C
NPinkney@
saltlakecounty.gov
385-468-7455

Laurie Stringham
Council Member
At-Large A
LLStringham@
saltlakecounty.gov
385-468-7451

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As County Council Members of Salt Lake County, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our county, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Salt Lake County Council Chair Dea Theodore &
Council Members Ross Romero, Natalie Pinkney, Laurie Stringham

cc: Member Schultz
Member Hedlund

Salt Lake Community College

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As president of Salt Lake Community College, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Greg Peterson, Ed.D.
President

cc: Member Schultz
Member Hedlund

PRESIDENT'S OFFICE
P.O. BOX 30808 | PRS | Salt Lake City, Utah 84130-0808 | Phone 801-957-4225 | Fax 801-957-4440 | www.slcc.edu

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October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the SAMCo Board of Directors, we are writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is fundamental to the Texas economy by safely moving the goods that power our industries, supporting our farmers, and connecting our communities to both domestic and international markets. Union Pacific has long been an essential transportation partner for Texas, providing efficient, reliable, and cost-effective service to both large and small businesses. In addition to being fundamental to our economic vitality, the American freight rail network is one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger is a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will expedite the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for Texas products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

GOVERNMENTAL: Bexar County ◆ City of San Antonio ◆ VIA Metropolitan Transit ***PATRON:*** Freese & Nichols ◆ HDR Engineering, Inc. ◆ HNTB Corporation ◆ Jacobs ◆ KCI Technologies ◆ Pape-Dawson Engineers, Inc. ◆ Port Authority of San Antonio ◆ Quiddity ◆ Raba-Kistner, Inc. ◆ STV ◆ Williams Brothers Construction Company, Inc. ◆ Woolpert ◆ Zachry Construction Corporation ***ADVOCATE:*** AECOM ◆ AG3 Group ◆ Ardurra ◆ Arias & Associates ◆ Atkins Realis ◆ Bain Medina Bain, Inc. ◆ Berger Munson Engineers (BME) ◆ BGE ◆ Broadway Bank ◆ Burgess & Niple ◆ CDM Smith ◆ Cemex ◆ Cobb, Fendley & Associates ◆ Colliers Engineering Group ◆ DCCM ◆ Doucet, A Kleinfelder Company ◆ ESP Associates ◆ Flatiron Dragados ◆ Frost Bank ◆ Garver ◆ Gonzales Wolff Business Solutions ◆ Halff Associates ◆ Hill International ◆ HOLT CAT ◆ IBC Bank ◆ IDCUS ◆ IEA, Inc. ◆ Integrated CM Solutions ◆ JMT ◆ K Harvey Brand Partners ◆ Legacy Engineering Group ◆ Levy Company ◆ Lina T Ramey & Associates ◆ LJA Engineering ◆ Martin Marietta ◆ Michael Baker International ◆ Neel-Schaffer ◆ Poznecki-Camarillo, LLC ◆ RRP Consulting Engineers ◆ RS&H ◆ San Antonio Board of Realtors (SABOR) ◆ Security Service Federal Credit Union ◆ SH 130 Concession Co. ◆ SpawGlass ◆ Sundt Construction ◆ SWBC ◆ Terracon ◆ The Rios Group ◆ Troutman Pepper Locke LLP ◆ Unintech ◆ Volkert ◆ Vulcan Materials ◆ Westwood Professional Services ◆ WGI ◆ WSB ◆ WSP ***ASSOCIATE:*** AACOG ◆ AGC of Texas ◆ Alamo Area MPO ◆ Alamo RMA ◆ Austin-San Antonio Corridor Council ◆ Brooks ◆ City of Boerne ◆ City of Live Oak ◆ City of New Braunfels ◆ City of Seguin ◆ CPS Energy ◆ Greater New Braunfels EDF ◆ Medical Center Alliance ◆ Medina County ◆ Metro SA Chamber ◆ Real Estate Council of San Antonio ◆ San Antonio Hispanic Chamber of Commerce ◆ South Texas Business Partnership ◆ The Greater San Antonio Chamber of Commerce ***GENERAL:*** 12 additional entities

SAMCo is a non-profit corporation organized in 2001 to advocate for highway, street, transit, aviation, and freight rail funding for the greater San Antonio region. SAMCo members include Bexar County, the City of San Antonio, VIA Metropolitan Transit, the Alamo Area MPO, cities and counties in the region, major headquartered companies, chambers of commerce, the transportation industry, the financial sector, and other interested organizations.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Mike Frisbie, P.E.
SAMCo Board Chair

Victor M. Boyer
SAMCo President & CEO

cc: Member Schultz
Member Hedlund

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: SUPPORT - Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chair Schultz:

On behalf of the San Gabriel Valley Economic Partnership, representing almost two million residents and a diverse consortium of businesses, cities, water districts, educational institutions, and non-profit organizations committed to the mission of advancing the economic vitality and quality of life of the San Gabriel Valley, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Luis Portillo
President & CEO

cc: Member Schultz
Member Hedlund

SANTA TERESA Charitable Foundation

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chairwoman of the Santa Teresa Charitable Foundation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Santa Teesa accounts for more than 60% of the state's exports, which is why it is important to have a healthy rail network in Santa Teresa, NM and across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ilse Arreola

cc: Member Schultz
Member Hedlund

1243 Golden Gate Drive Suite 1, Papillion, NE 68046 402-33-3050 www.sarpychamber.org

Karen Gibler, President and C.A.O
Sarpy County Chamber of Commerce

October 23, 2025

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support for the Union Pacific Railroad and Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Surface Transportation Board,

On behalf of the Sarpy County Chamber of Commerce and our Board of Directors, I am writing to express our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern. As the leading advocate for business growth and economic development in Sarpy County, Nebraska, we recognize the vital role that rail infrastructure and freight connectivity play in sustaining and expanding both our regional and national economies.

Union Pacific Railroad has long been an integral part of Nebraska's economic landscape—providing efficient, reliable transportation for goods, supporting local jobs, and contributing to the success of countless industries across the Midwest. Partnering with Norfolk Southern—an equally respected and innovative rail carrier—presents a significant opportunity to strengthen the national supply chain, enhance network efficiency, and improve service reliability for shippers across multiple markets.

For Sarpy County businesses, this merger will help create a stronger, more resilient rail network that supports sustainable growth by reducing highway congestion, lowering emissions, and improving the overall flow of commerce across America—with Sarpy County at the heart of that progress.

The Sarpy County Chamber of Commerce encourages the Surface Transportation Board to consider the broad economic, environmental, and logistical advantages of this merger. We believe this partnership will create a more competitive, connected, and forward-looking rail system—one that strengthens American industry and benefits communities like ours that depend on strong transportation networks.

Thank you for the opportunity to provide input on this important matter. The Sarpy Chamber stands ready to support initiatives that promote growth, innovation, and collaboration within our nation's critical infrastructure.

Sincerely,

Karen

Karen Gibler, I.O.M, C.C.M.
President and C.A.O.
Sarpy County Chamber of Commerce

2025 Visionary Partners
COX Business ~ Four Points Federal Credit Union ~ Google ~ Meta ~ Sarpy County

2025 Elite Partners
American National Bank ~ JE Dunn Construction

2025 Champion Partners
Adams & Sullivan P.C. ~ ALLO Fiber ~ Black Hills Energy ~ CHI Health Midlands ~ Citizens State Bank ~ Five Points Bank Hillcrest Health Services ~ Hy Vee ~ Lueder Construction ~ Midlands Business Journal
Metropolitan Community College ~ Metropolitan Utilities District Midlands Place ~ Omaha Public Power District ~ Pinnacle Bank ~ The Weitz Company

2025 Premier Partners
ACCESSbank ~ All Purpose Construction ~ Bellevue University ~ Boys Town ~ Centris Federal Credit Union ~ CharterWest Bank ~ Cobalt Credit Union ~ Courtyard by Marriott Beardmore Event Center ~ DLR
E & A Consulting Group ~ Embassy Suites – La Vista ~ First Interstate Bank ~ First National Bank ~ Great Plains Communication ~ HDR, Inc. ~ H & H Chevrolet ~ Kiewit Building Group Inc
MSI Surfaces ~ Northwest Bank ~ North Risk Partners ~ Omaha Storm Chasers ~ Papillion Sanitation ~ RAKA Rentals ~ Redwood Bellevue ~ Ryan Lawn and Tree ~ Sampson Construction
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American Family – Castle & Associates ~ Papillion Animal Hospital ~ Pavilion at Twin Creek Apartments ~ Project Control ~ ROC Business Technologies ~ The Amazing Pizza Machine ~ The Back Nine Golf
UNICO ~ Union Omaha ~ Wandering Eye Marketing

Sarpy County Board of Commissioners

1210 GOLDEN GATE DRIVE #1250
PAPILLION, NE 68046-2895
593-4155
www.sarpy.gov
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DEPUTY ADMINISTRATOR Scott Bovick
CHIEF FINANCIAL OFFICER Dan Toleikis

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David Klug District 2
Angi Burmeister District 3
Gary Mixan District 4
Jim Warren District 5

Don Kelly, Vice Chair and Commissioner, District 1
Sarpy County Board of Commissioners
1210 Golden Gate Drive
Papillion, NE 68046

October 21, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Vice Chair of the Sarpy County Board of Commissioners, I write in support of the proposed Union Pacific and Norfolk Southern merger and the positive impact it will have on Sarpy County and the surrounding region.

Sarpy County is the fastest-growing county in Nebraska and a key logistics hub for the region. Our continued economic success depends on efficient freight movement and reliable rail infrastructure. This merger offers the opportunity improve service reliability, reduce congestion, and support long-term investment in rail infrastructure.

Enhanced rail capacity supports job creation, reduces truck traffic on local roadways, and helps our industries compete effectively in an expanding economy. These benefits directly align with Sarpy County's commitment to fostering sustainable growth, improving transportation safety, and enhancing regional competitiveness.

I respectfully urge the Surface Transportation Board to approve this merger so we can realize the efficiencies, infrastructure investments, and opportunities it will bring to Nebraska.

Sincerely,

Don Kelly
Vice Chair and Commissioner, District 1
Sarpy County Board of Commissioners

cc: Member Schultz
Member Hedlund
Deb Houghtaling, Clerk/ROD

Economic Development
Sedalia-Pettis County

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Sedalia and Pettis County, Missouri, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

With the establishment of the Sedalia Rail Industrial Park in 2020, Sedalia and Pettis County are well positioned to further support the growth of rail-served industrial sites. In 2017, Nucor Steel announced their plans to build a new $250M rebar mill in Sedalia, serving as our anchor tenant to the Park. Union Pacific has been pivotal in the Park's design, development and launch through the first phase of development. The rail and infrastructure investment which has been made to date in the Park opens up another 2,000 acres for development which we have dedicated to rail-served customers so the viability and capacity of Union Pacific is critical for development.

On behalf of the Economic Development Sedalia Pettis County Board of Directors, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Jessica Craig
Executive Director, Economic Development Sedalia – Pettis County Economic

cc: Member Schultz
Member Hedlund

.

BOARD OF DIRECTORS

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Daniel Saenz

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Gloria Rodriguez
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CDC Board Chair
Steve Rosencranz

Chief Executive Officer
Liliana Rambo

11/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chief Executive Officer of SERJobs Gulf Coast, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Liliana L. Rambo, IAP, CM, CAPP
Chief Executive Officer, SERJobs
lrambo@serjos.org| 713.773.6000 ext. 117

cc: Member Schultz
Member Hedlund

S.H.A.P.E.
COMMUNITY CENTER

September 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of SHAPE Community Center in Houston, I am pleased to offer our support for the proposed merger between Union Pacific and Norfolk Southern. As a longstanding community organization dedicated to empowering and uplifting residents across the Greater Houston area, we recognize the crucial role that reliable rail service plays in strengthening local economies, supporting small businesses, and providing access to opportunities.

This merger represents a significant step toward delivering faster, more reliable service and stronger connections for our region. The promise of reduced congestion, improved efficiency, and expanded market reach will benefit not only Houston but also communities nationwide. Equally important, Union Pacific's continued investment in infrastructure will mean safer operations, local job creation, and the resources necessary for our communities to remain competitive in an evolving global economy.

We believe that the efficiencies, investments, and long-term opportunities resulting from this merger will have a positive impact on our community, and we respectfully request that the Surface Transportation Board approve it.

Thank you for your consideration.

Sincerely,

Deloyd Parker
Executive Director
SHAPE Community Center

cc: Member Schultz
Member Hedlund

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of Shawnee Forward, Pottawatomie County's Economic Development Organization, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Crystal Romanyszyn, CEcD, MEDP, CAE, IOM
President/CEO

cc: Member Schultz
Member Hedlund

Dan Ison
Judge/Executive

SHELBY COUNTY FISCAL COURT
501 Main Street
Shelbyville, KY 40065
Phone: (502) 633-1220
Fax: (502) 633-7623

Jon E. Park
Deputy Judge/Executive

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As County Judge Executive of Shelby County, Kentucky, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Dan R. Ison

DAN R. ISON
SHELBY COUNTY JUDGE EXECUTIVE

cc: Member Schultz
Member Hedlund

Shelby County Industrial & Development Foundation

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Shelby County Industrial Development Foundation, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ray Leathers
President/CEO

cc: Member Schultz
Member Hedlund

SRAC
Shreveport Regional Arts Council

Sandi Kallenberg
CHAIRMAN
Henry Price
PRESIDENT
John Albritton
VICE PRESIDENT
Bruce Allen
VICE PRESIDENT
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TREASURER
Linda B. Goldsberry
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Roy and Neiva Griggs
Elizabeth Kennedy
Robert Lomison
Julie Lyles
Reid Martin
Mark McKay
Daryl Mitchell
Peter Moncrief
Kevin Preston
Vita Riner
William M. Sale, IV
Andy Shehee
Drew Tessier
Jonathan Wall
Ro White
Kristi Young

EX-OFFICIO MEMBERS
William Joyce, artspace
Shelly Ragle, SPAR
Renee Caldwell, Roster
Lynn Laird, Roster

Central ARTSTATION
801 Crockett Street
Shreveport, LA 71101
318.673.6500
shrevearts.org

Inspiring the hearts and imaginations of people in Northwest Louisiana for over 40 years.

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Shreveport Regional Arts Council (SRAC), I write in strong support of the proposed merger between Union Pacific and Norfolk Southern. As a proud beneficiary of Union Pacific's longstanding commitment to community enrichment, particularly through its investment in arts and culture, SRAC has witnessed firsthand the power of strong, community-minded infrastructure partners.

Union Pacific's generous support has helped SRAC deliver high-quality arts programming, expand access to arts education, and celebrate the creative voices of our region. Their investment has been more than financial. It has demonstrated a belief in the value of vibrant communities and the cultural infrastructure that supports them.

The proposed merger represents an opportunity to further that legacy. Improved rail service, reduced congestion, and expanded market reach will not only enhance the business environment of our region, but also support the broader cultural ecosystem by enabling economic growth, workforce development, and regional connectivity. Importantly, continued investment in rail infrastructure will support job creation and public safety, helping communities like Shreveport remain competitive in a growing global economy.

At SRAC, we believe that a thriving transportation network and a thriving arts community go hand in hand. Each strengthens the other, building stronger, more resilient cities. We are confident that this merger will deliver long-term benefits for our community and others across the country.

We respectfully urge the Surface Transportation Board to approve the Union Pacific–Norfolk Southern merger, and help deliver the efficiencies, infrastructure investment, and regional opportunities it promises.

Thank you for your consideration.

Sincerely,

Rebecca L. Bonnevier
Executive Director
Shreveport Regional Arts Council
318-673-6500
Rebecca@ShreveArts.org

cc: Member Schultz
Member Hedlund

SIMI VALLEY CHAMBER
The Heartbeat of Business

2025 OFFICERS

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President/CEO
Simi Valley Chamber of Commerce

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American Trophies & Awards

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Chair-Elect
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Binns Family Law

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Stoke Light Video Production & Marketing

JENNIFER FINNERTY
Rose Family Funeral Home and Cremation

SANDRA HERNANDEZ
Simi Valley Police Department

JOE JUSKO
Lee & Associates

NIKKI LIAN
CKO Kickboxing/Body Brain Train

MIKE NOLAN
Aflac Insurance

HOWARD PECHTER
Clean Threads Laundry

MARK PODESTA
Price Ford Simi Valley

DR. HANI YOUSSEF
Simi Valley Unified School District

BOARD ADVISORS:

JILL HANEY
Montecito Bank & Trust

KALEY CRAIG
Edward Jones

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

President Calvin Coolidge once said, "The railroads can do more for the welfare of the wage-earner, agriculture and industry than any other single agency." Our local economy here in Simi Valley continues to illustrate the wisdom of that observation.

The Simi Valley Chamber of Commerce represents more than 600 businesses in Southern California. Our community serves as a rail throughline into Ventura County and connects the Port of Hueneme to the City of Los Angeles. We are an important industrial hub for multiple sectors, and when we speak on matters of transportation and commerce, we do so on behalf of the full breadth of our local business community. Few understand the practical impact of this proposed Union Pacific and Norfolk Southern merger more than the employers and industries that depend on freight movement every day.

Freight rail has long supported Southern California's economy by keeping goods moving efficiently and affordably. It supports workers, farmers and manufacturers while easing pressure on our highways and improving environmental outcomes. Strengthening this network will bring benefits not only to shippers and consumers, but to communities throughout the region that rely on dependable transportation infrastructure.

The proposed merger offers a meaningful opportunity to enhance the reliability and competitiveness of the freight system that California businesses depend on. It will help secure the long term health of our transportation network and support continued economic development for the industries that call our region home.

For these reasons, we encourage the Surface Transportation Board to give the proposal full and favorable consideration. As President Coolidge observed, railroads remain one of the greatest single forces for economic welfare. This merger gives us a chance to reinforce that strength for the future.

Sincerely,

Anthony Angelini
Director of Government Affairs and Tourism
Simi Valley Chamber of Commerce

cc: Member Schultz
Member Hedlund

SIOUX CITY

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Mayor of Sioux City, Iowa, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

Our business community would benefit from faster, more reliable rail service, a more efficient and resilient supply chain, and access to new markets. The proposed Union Pacific–Norfolk Southern merger has the strong potential to deliver those benefits by providing single-line service and more direct routes that increase transportation options, expand each railroad's geographic reach and encourage investment in infrastructure and technology. This merger may strengthen the opportunity for Sioux City to grow industry in our own rail yard located in Southbridge Business Park that is operated by the city and serviced by Union Pacific. At the same time, it is important to ensure these benefits are achieved in a manner consistent with the need for safety, sustainability and long-term benefits to communities like Sioux City, and I trust that the Surface Transportation Board will safeguard those benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Board to take these comments into account in its consideration of the proposed transaction.

Sincerely,

Robert E. Scott
Mayor
City of Sioux City

cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

The Siouxland Chamber of Commerce is made up of 1300 members in the tri-state area of Sioux City, Iowa, known as Siouxland. The Chamber recognizes the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology. The hope is that our business community will benefit through strengthened service reliability, enhanced supply chain efficiency, and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability, and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses, and create opportunities for infrastructure investment and job growth.

We respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe, and sustainable rail service nationally and globally.

Sincerely,

Barbara M. Sloniker
Executive Vice President

cc: Member Schultz
Member Hedlund

09/28/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of *Sister 2 Sistah*, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Rebecca M Briscoe
Rebecca Briscoe, Co-Founder

cc: Member Schultz
Member Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Supporting Small Business Growth and Supply Chain Reliability Through the UP–NS Merger

Dear Chairman Fuchs:

The Small Business and Entrepreneurship Council (SBE Council) is dedicated to protecting small businesses and promoting entrepreneurship. Small businesses are the backbone of the American economy, and the proposed rail merger between Union Pacific (UP) and Norfolk Southern (NS) stands to significantly benefit Main Street America.

Our small businesses help power innovation, drive local job creation, and strengthen local communities across the country. A more efficient and competitive rail system created by the UP-NS merger will lower costs, improve supply chain reliability, and expand market access for entrepreneurs — and it is why we write to you today to express our full support of the transaction.

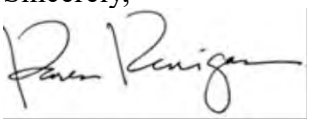
Access to affordable, dependable transportation is critical for small firms that move products, source materials, and serve regional and national customers. The combined UP–NS network will reduce bottlenecks, increase connectivity between markets, and provide small businesses with greater shipping options and predictability. These efficiencies will boost efficiency and help lower operating costs, which will allow entrepreneurs to reinvest in growth, innovation, and jobs.

The merger will enhance competition across transportation modes, providing small firms with a more affordable and efficient alternative to modes that face labor shortages and add to congestion on roads and highways. By creating a seamless coast-to-coast rail network, the combined carrier will give smaller manufacturers, farmers, and distributors more efficient access to markets that are difficult or cost-prohibitive to reach. Increased network efficiency and route integration will also help stabilize shipping prices and delivery times, which are critical for small businesses that operate with tight margins and limited inventory flexibility.

We encourage the Surface Transportation Board to recognize the significant benefits this merger will deliver to America's small business community and to the broader U.S. economy. A unified

national rail network will compliment and enhance our existing system, and represents an important step forward in strengthening supply chains and building a more resilient, opportunity-driven economy for all.

Sincerely,



Karen Kerrigan
President & CEO

Protecting Small Business, Promoting Entrepreneurship

800 Connecticut Ave. NW ● Suite 300 ● Washington, D.C. 20006 ● (703)-242-5840

www.sbecouncil.org

SMITH LAND
& IMPROVEMENT CORPORATION

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the owner of businesses located in Camp Hill and the central region of Pennsylvania, I am writing to express my support for the proposed merger between Norfolk Southern (NS) and Union Pacific (UP). Our region serves as a major regional hub for Norfolk Southern and is home to a diverse manufacturing base – from food and beverage production to precision metalworking – making this merger a significant economic opportunity for our community and the broader region.

Situated along the banks of the Susquehanna River, NS's Harrisburg rail facilities are among the busiest intermodal rail centers on the East Coast, with over 637,000 containers and trailers passing through Harrisburg and Rutherford Yards each year. By establishing the nation's first seamless coast-to-coast rail network, this merger will enhance the efficiency and affordability of freight rail, encouraging more businesses to choose this safer and more sustainable mode of transportation. The resulting increase in freight traffic through our intermodal facilities will stimulate job growth in the rail sector and strengthen our region's position as a prime location for manufacturers seeking reliable, accessible transportation infrastructure.

Beyond economic opportunities, the merger promises meaningful daily benefits for our residents. Increased rail efficiency will reduce the number of long-haul trucks on our highways and bridges – vehicles that place significant strain on shared infrastructure and pose safety risks to our communities. Alleviating highway congestion will save taxpayers time and money while making our roads safer for everyone.
On behalf of my community and the many people employed in my organizations, I strongly support this merger and the economic opportunities it represents for our community. I respectfully urge the Surface Transportation Board will approve it without delay.

Thank you for your consideration.

Sincerely,

Richard E. Jordan III
President, CEO and Chairman
Smith Land & Improvement Corporation
L. B. Smith Automotive, Inc.

1810 Market Street · Camp Hill, PA 17011 · 717.731-0207 · Fax 717.731.0257

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:
As a community stakeholder in Smithville, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating and preserving jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Smithville Area Chamber of Commerce, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Caroline Noya
Caroline Noya
Chairman of the Board
Smithville Area Chamber of Commerce

cc: Member Schultz
Member Hedlund

somerset leads

SOMERSET-PULASKI ECONOMIC DEVELOPMENT AUTHORITY

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Somerset-Pulaski Economic Development Authority, I wish to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Chris Girdler
President & CEO

M. BRIAN LAWSON
DISTRICT 30
CHEROKEE-SPARTANBURG
COUNTIES

COMMITTEES:
LABOR, COMMERCE AND INDUSTRY
INVITATIONS AND MEMORIAL
RESOLUTIONS, 2ND VICE CHAIR

The House of Representatives

STATE OF SOUTH CAROLINA
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Columbia 29211

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October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the South Carolina House of Representatives, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

M. Brian Lawson
Representative, South Carolina House District 30

cc: Member Schultz
Member Hedlund

Thomas R. "Randy" Ligon
District No. 43-*Chester* & York Counties
PO Box 4815
Rock Hill, SC 29732

Committee:
Labor, Commerce and Industry

House of Representatives

State of South Carolina

306-C Blatt Building
Columbia, SC 29201

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Bus: (803) 366-3535
Home: (803) 377-1284

RandyLigon@schouse.gov

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As State Representative for South Carolina's 43rd District, I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). As a lifelong farmer and a proud public servant, I've seen for myself just how deeply South Carolina's prosperity depends on a strong, reliable transportation systems that connect our agricultural communities to new opportunities.

This merger comes at an important time for our state. Agriculture remains one of South Carolina's fastest-growing industries, expanding by 40 percent between 2010 and 2020. Today, it contributes more than $51.8 billion annually to our economy and supports over 259,000 jobs. Agriculture is not only the backbone of South Carolina's economy – it's a driving force for our state's future growth.

Farmers across our state rely on affordable, efficient transportation to bring their crops to market, especially in rural areas where dependable rail access is essential to staying competitive. A unified UP-NS rail network would strengthen these connections by linking producers and businesses directly to major ports and new markets.

This integration will create a more efficient, coast-to-coast supply chain – reducing costs for businesses and consumers alike, enhancing South Carolina's competitiveness, and supporting lasting growth for communities across the state and nation. With fewer rail interchanges, freight can move more efficiently across the network, cutting transit times and minimizing handling delays. Greater reliability will help businesses plan with more confidence and maintain consistent delivery schedules.

As I have often said, we must do everything possible to preserve agriculture in South Carolina for the next generation. This merger represents a vital investment in that future. It will help ensure that our farmers, producers, and local industries remain competitive in an increasingly global marketplace.

I urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the broad economic and transportation benefits it will bring to South Carolina and the nation as a whole.

Thank you for your consideration.

Sincerely,



Representative Randy Ligon

cc: Member Schultz
Member Hedlund

Nathan Ballentine
District No. 71 - Lexington &
Richland Counties
PO Box 11867
Columbia, SC 29211

Committee:
Ways and Means

1105 Pendleton Street
320-B Blatt Building
Columbia, SC 29201

Tel. (803) 734-2969

House of Representatives

State of South Carolina

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E. Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the State Representative for District 71, I am writing to express my strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). This merger will strengthen our state's economy by improving business efficiency, generating better-paying jobs, and building more dependable supply chains.

A good job is the foundation of the American Dream, and I have long supported policies that help entrepreneurs, small businesses, and workers thrive. South Carolina's position as the nation's leader in economic growth – and among the highest in personal income growth – proves that smart government policy can foster innovation and opportunity. A modern, efficient and connected rail system is essential to sustaining that momentum.

Each year, South Carolina moves approximately 60 million tons of goods by rail. Uniting two of our nation's most important railroads will make this freight movement more affordable and efficient. Our Statewide Rail Plan recognizes that the Midlands region, including the communities I represent, serves as a vital link between our ports, manufacturers, and rural economies. Strengthening rail connectivity will support continued growth by connecting our factories and farms more directly to national and global markets. The result will be more business opportunities, fewer supply chain disruptions, and a stronger competitive edge for South Carolina and the nation in an increasingly interconnected world.

From a safety standpoint, greater rail efficiency also means fewer trucks on our highways, reduced congestion, and smoother, safer roads for South Carolina families. As someone committed to improving our transportation infrastructure – from major projects like Malfunction Junction to local road repairs across our communities – I recognize that shifting more freight to rail helps preserve taxpayer-funded infrastructure and extends the life of our roads statewide.

I encourage the Surface Transportation Board to approve the UP–NS merger so we can continue moving South Carolina – and America – toward a stronger, more competitive future. A unified coast-to-coast railroad represents progress for our businesses, our transportation system, and our nation.

Sincerely,

Nathan Ballentine

Nathan Ballentine

NB/dkh/2025oct29-2

Transportation Committee

LAWRENCE K. GROOMS
CHAIRMAN

DAVID OWENS
CHIEF OF STAFF

LOUISE SPONG
EXECUTIVE ASSISTANT

LOGAN HUNTER
RESEARCH ASSISTANT

THE SENATE OF SOUTH CAROLINA
SUITE 313, GRESSETTE OFFICE BUILDING
P. O. BOX 142
COLUMBIA, SOUTH CAROLINA 29202-0142
(803) 212-6400

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Chairman of the South Carolina Senate Transportation Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Larry Grooms

Larry Grooms
SC Senator, District 37
Berkeley and Charleston Counties

cc: Member Schultz
Member Hedlund

Brandon Newton
District No. 45 – Kershaw &
Lancaster Counties
Lancaster County Delegation,
Chairman
P. O. Box 2501
Lancaster, SC 29721

Committees:
Rules
Ways and Means

House of Representatives
State of South Carolina

1105 Pendleton Street
518-B Blatt Building
Columbia, SC 29201

Tel. (803) 212-6874
BrandonNewton@schouse.gov

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Representative in the SC House of Representatives in Columbia SC, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments, would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Brandon Newtown
SC House of Representatives

cc: Member Schultz
Member Hedlund

House of Representatives

State of South Carolina

Thomas E. "Tommy" Pope
Speaker *Pro Tempore*
P. O. Box 11867
Columbia, SC 29211

District No. 47 - York County
Office (803) 734-2701
Cell (803) 984-6616
tommypope@schouse.gov

October 13, 2025

The Honorable Patrick J. Fuchs Chairman,
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Chairman Fuchs:

As the Speaker *Pro Tempore* in the South Carolina House of Representatives, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Thomas E. "Tommy" Pope

cc: Member Schultz
Member Hedlund

Richard Blake Sanders
District No. 9
Anderson County
66 Main Street
Pelzer, SC 29669

Committees:
Government Efficiency and Legislative Oversight
Medical, Military, Public and Municipal Affairs

1105 Pendleton Street
436-A Blatt Building
Columbia, SC 29201

Tel. (803) 212-6889

BlakeSanders@schouse.gov

House of Representatives

State of South Carolina

October 21, 2025

The Honorable Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

My name is Blake Sanders, and I have the privilege of representing South Carolina's 9th District of in the State House of Representatives. I am writing to express my strong support for the proposed railroad merger between Norfolk Southern (NS) and Union Pacific (UP). This merger represents a significant opportunity to strengthen our national supply chains, expand economic opportunity, and enhance America's competitiveness in global trade. With two Class I carriers, a diverse network of rail-dependent industries, and access to key inland and coastal ports, South Carolina is uniquely positioned to thrive in this new era of railroad connectivity.

Recently, I visited the Inland Port Greer train terminal outside of Greenville where I witnessed firsthand the critical role railroads play in sustaining our state's economy. At the intermodal facility, trains and trucks worked in seamless coordination to move essential goods that thousands of my constituents depend on each day. In today's just-in-time economy, efficiency and collaboration are crucial. By reducing unnecessary interchanges, the proposed merger could lower transportation costs for both manufacturers and consumers, improving supply chain performance across the board.

Furthermore, an expanded and integrated rail network would open new markets for South Carolina manufacturers – particularly in regions and countries that have previously been too costly to reach. At Inland Port Greer, trains arrive daily carrying containers from the Port of Charleston. Should the merger proceed, our state's manufacturers will gain greater access to markets across the Western United States and beyond, enabling them to reach international buyers more efficiently and at lower shipping costs.

As a member of the Medical, Military, Public and Municipal Affairs Committee, I also recognize the potential safety benefits of this merger. In 2024, the rate pf trucking-related injuries was 17 times higher than those involving rail. As you consider the economic implications of this merger, I encourage you to also evaluate how a shift from highway to rail freight could reduce accidents, ease pressure on emergency services, and make our roads safer for everyone.

For these reasons, I urge your careful and favorable consideration of the NS–UP merger, which I believe will deliver lasting benefits for South Carolina, our nation's economy, and the safety of our communities.

Sincerely,

Representative Blake Sanders
South Carolina House of Representatives – District 9

Shane Martin
South Carolina Senate District 13
Greenville, Spartanburg, and Union Counties

Committees
Corrections and Penology, Chairman
Finance
- Criminal Justice Subcommittee, Chairman

Medical Affairs
Rules

Senate Office Address
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(803) 212-6420
ShaneMartin@scsenate.gov

Home Office Address
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Pauline, SC 29374
Moble (864) 804-8499
Shane@SenatorMartin.com

October 22, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I want to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small.

The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

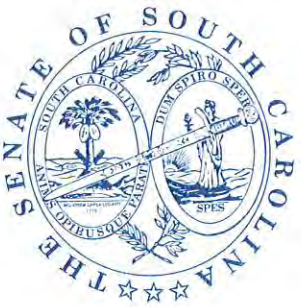
Sincerely,

Shane Martin

cc: Member Schultz
Member Hedlund

Russell L. Ott
South Carolina Senate District 25
Calhoun, Lexington and Richland Counties

513 Gressette Senate Office Building
Post Office Box 142
Columbia, South Carolina 29202
Telephone: (803) 212-6140
Email: russellott@scsenate.gov



Committees:
Agriculure and Natural Resources
Family and Veterans' Services
Fish, Game and Forestry
Judiciary
Rules

October 13, 2023

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Senator representing Senate District 26 in South Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Russell Ott

cc: Member Schultz
Member Hedlund

SENATOR JASON ELLIOTT
GREENVILLE COUNTY
DISTRICT 6

COMMITTEES:
AGRICULTURE AND NATURAL RESOURCES
EDUCATION
FAMILY AND VETERANS' SERVICES
JUDICIARY
RULES



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GREENVILLE ADDRESS:
116 E. MONTCLAIR AVENUE
GREENVILLE, SC 29609

November 12, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As State Senator and resident of Greenville County, South Carolina, I've seen firsthand how our region has grown into a thriving hub for manufacturing, small business, and logistics. This growth is a testament to our community leaders' dedication, work ethic, and innovation to getting things done. That success brings challenges on our roads, infrastructure, and freight systems. For this reason, I support the proposed merger between Union Pacific (UP) and Norfolk Southern (NS). This partnership will be an important step forward for the Upstate and for South Carolina as a whole.

The merger would strengthen the rail network that serves our region and provide a more efficient, safe, and reliable way of moving freight. Fewer trucks on crowded highways would mean less congestion, reduced wear and tear on local roads, and a more balanced and sustainable transportation system. Anyone who has driven I-85 through Greenville County knows how congested the highway has become – and how dangerous that congestion can be.

Freight traveling by truck continues to increase, and congestion has become a daily reality. Each shipment that can move by rail instead would improve safety, reduce congestion, and extend the life of our infrastructure. The merger would create a more coordinated rail system with greater capacity, connecting businesses in Greer, Spartanburg, and across the Upstate to new markets.

In addition, unified operations and upgraded technology would improve safety, maintenance, and scheduling. These enhancements will protect workers, communities, and the environment while keeping goods moving efficiently. For example, UP distributed more than $4 million to non-

profit organizations focused on safety, and NS recently achieved an impressive injury- free milestones.

The freight industry is changing rapidly as trucking companies adopt automation and cutting-edge technologies. Without comparable improvements in rail efficiency, shipping costs will rise and place small and mid-sized companies that rely on rail at a disadvantage. A 2020 analysis showed that a 34 percent reduction in trucking costs could reduce intermodal rail traffic by more than half, putting additional strain on supply chains.

Approving this merger will allow rail to modernize, operate more efficiently, and provide our business community with a dependable and cost-effective way for their operations, and as a result, remain competitive. This is a pivotal opportunity to strengthen South Carolina's role as a logistics and economic hub and leader in the Southeast.

The merger would reduce congestion, improve safety, protect infrastructure, and expand access to new markets for South Carolina businesses. These benefits are too significant to overlook and for these reasons, I respectfully urge the Surface Transportation Board to approve the proposed merger. It is a responsible investment in efficiency, safety, and continued economic growth for both our state and our country.

Sincerely,

Jason Elliott

DANNY VERDIN
SOUTH CAROLINA STATE SENATE
DISTRICT 9, LAURENS AND GREENVILLE COUNTIES
412 GRESSETTE SENATE OFFICE BUILDING
POST OFFICE BOX 142
COLUMBIA, SOUTH CAROLINA 29202
(803) 212-6250
DANNYVERDIN@SCSENATE.GOV

SENATE DISTRICT
P.O. Box 272
Laurens, South Carolina 29360

COMMITTEES
Agriculture and Natural Resources
Finance
Medical Affairs
Transportation

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator in South Carolina, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Danny Verdin
Chairman, Senate Medical Affairs
SC Senate District 9
Laurens, Greenville, and Union Counties

cc: Member Schultz
Member Hedlund

Marvin "Mark" Smith
District No. 99 - *Berkeley* County
P. O. Box 11867
Columbia, SC 29211

Committees:
Labor, Commerce and Industry
Business & Commerce
Subcommittee, Chairman
Banking & Insurance
Subcommittee
Regulatory Review Subcommittee
Government Efficiency and
Legislative Oversight

Ad Hoc Committee:
Economic Development and
Utility Modernization

House of Representatives
State of South Carolina

1105 Pendleton Street
327-A Blatt Building
Columbia, SC 29201

Tel. (803) 212-6719
marksmith@schouse.gov

Joint Legislative Committee
on Aging
The Hunley Commission

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a South Carolina Representative who represents District 99-Berkeley County, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Best,

Rep. Mark Smith
SC House of Representatives
District 99- Berkeley County

cc: Member Schultz
Member Hedlund

South Louisiana
Rail Facility, LLC

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Jefferson Davis Parish, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of South Louisiana Rail Facility, LLC, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mark Pousson
General Manager

cc: Member Schultz
Member Hedlund

SWCLC Southwest California Legislative Council

MURRIETA/WILDOMAR CHAMBER OF COMMERCE | Menifee Valley Chamber of COMMERCE | LAKE ELSINORE VALLEY CHAMBER OF COMMERCE | TEMECULA VALLEY CHAMBER OF COMMERCE

★ A Regional Business Advocacy Coalition in Riverside County ★

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the President/CEOs of the Lake Elsinore Valley, Menifee Valley, Murrieta/Wildomar and Temecula Valley Chambers of Commerce, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Patrick Ellis, President/CEO, Murrieta/Wildomar Chamber of Commerce



Brooke Nunn, President/CEO, Temecula Chamber of Commerce



Kim J. Cousins, President/CEO, Lake Elsinore Chamber of Commerce



Katie Luna, President/CEO, Menifee Valley Chamber of Commerce

SOUTHWEST DETROIT
BUSINESS ASSOCIATION

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Southwest Detroit, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Southwest Detroit Business Association, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Brandi Watts

Brandi Watts
Vice President, Programs & Compliance
Southwest Detroit Business Association

cc: Member Schultz
Member Hedlund

7752 West Vernor Highway Detroit, MI 48209-1516
T 313 842 0986 F 313 842 6350 www.southwestdetroit.com

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Norfolk Southern-Union Pacific Transcontinental Railroad Merger

Dear Chairman Fuchs:

As a community leader in Southwest Detroit, Michigan, I know that reliable rail service is essential for our local economy, businesses, and residents. Southwest Detroit Environmental Vision (SDEV) has long partnered with the Norfolk Southern Livernois Intermodal Facility, and we view the proposed Union Pacific–Norfolk Southern merger as a crucial opportunity to strengthen these connections and deliver vital, long-term community benefits.

The merger promises faster, more dependable service, reduced regional congestion, and expanded market reach for our local businesses. Critically, it also represents a continued commitment to investment in rail infrastructure—enhancing safety, creating new jobs, and ensuring our community remains competitive in a growing economy.

For the Southwest Detroit Environmental Justice Community, the most important commitment is the project to modernize and expand capacity at the Livernois Intermodal Facility and nearby roadway intersections. SDEV and Norfolk Southern have partnered specifically on this effort, which is the key uncompleted project sought as part of the Detroit Intermodal Freight Terminal (DIFT) Environmental Impact Statement's Record of Decision from 2009.

This facility is a vital link connecting intermodal freight logistics between the U.S. and its international trade partners. However, the yard and its access infrastructure are in dire need of rejuvenation and modernization. Decades of unmitigated trucking pollution, noise, and fugitive dust from the facility have severely impacted the surrounding residential areas.

The collaborative project, which includes a cumulative financial commitment of more than $110 million from MDOT, Michigan EGLE, Norfolk Southern Railway Company, the City of Detroit, and the Federal Railroad Administration, will not only improve Detroit's ability to serve the world as the global hub for auto manufacturing but, more importantly, will drastically improve the livability, health, and safety of our residents. It will achieve this by reducing noise, traffic congestion, air pollution, and accidents, while also creating new green spaces. Furthermore, it will spur economic development by affording new domestic intermodal lanes for Southeast Michigan businesses.

As part of this project, SDEV will be receiving $1 million distributed over the next several years from Norfolk Southern (and eventually, the STB-approved "Union Pacific Transcontinental Railroad") to lead community outreach efforts and workforce readiness as the expansion project enters final engineering design and commences construction. Those funds will be transformational for not only SDEV's long-term community impact goals in Southwest Detroit, but the lives of so many neighbors who will directly benefit from additional employment opportunities both constructing and operating the expanded facility.

On behalf of Southwest Detroit Environmental Vision, I respectfully urge the STB to approve this merger. We believe the efficiencies, investments, and opportunities it brings are essential to finally secure the completion of the Livernois project, connecting our communities regionally, nationally, and across the globe.

We urge the continuation and completion of this project as a direct result of the merger's approval.

Sincerely,



Raquel Garcia

Executive Director, Southwest Detroit Environmental Vision

cc: Member Schultz
Member Hedlund

SPOKANE PARKS FOUNDATION
Serving Greater Spokane

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Spokane, Washington, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Spokane, Washington, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Yvonne Trudeau

Yvonne Trudeau
Executive Director
Spokane Parks Foundation

cc: Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and non-profit organization in Utah, the Springville Museum of Art cannot speak to the proposed merger, but do want to share firsthand experience with Union Pacific Railroad's commitment to our mission to strengthen communities by offering life-affirming art and experiences that foster beauty, contemplation, and connection. The Union Pacific Community Ties program supports invaluable events and programs for our community. They support our family programs like the Children's Art Festival, Halloween Party, Santa's Art Shop, Open Studios, Guppy Group, and our Mindful Mondays. These initiatives reach 10,000 community members annually, creating meaningful opportunities for connection and enriching the lives of all who participate.

We are deeply grateful for Union Pacific's multi-year dedication to making our community a better place.

On behalf of Springville Museum of Art, I respectfully request the Surface Transportation Board consider the significant positive impact Union Pacific on our community.

Sincerely,

Emily a. Larsen

Emily Larsen
Director
Springville Museum of Art

Cc: Member Schultz
Member Hedlund

spyhop | YOUTH MEDIA MATTERS

EXECUTIVE DIRECTOR
Larissa Trout

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OUR MISSION
Spy Hop's mission is to mentor young people in the media arts to help them find their voice, tell their stories, and be empowered to effect positive change in their lives, their communities and the World.

208 W. Harvey Milk Blvd.
Salt Lake City, UT, 84101
P 801.532.7500
F 801.532.7505
SPYHOP.ORG

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

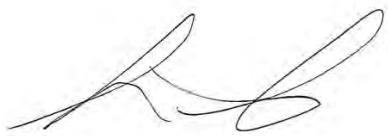
Dear Chairman Fuchs,

On behalf of Spy Hop Productions, I wish to express our deep appreciation for the Union Pacific Foundation's charitable support of our mission to mentor young people in the media arts. Through Union Pacific's generosity, hundreds of Utah youth have discovered creative pathways in film, music, audio, and design—building skills, confidence, and community through hands-on learning.

In 2024–2025 alone, Spy Hop served 10,069 youth, with 81% reporting increased academic confidence and 98% expressing greater preparedness for future internships and jobs. Union Pacific's commitment to youth development and community vitality has been instrumental in making these outcomes possible.

We thank the Union Pacific Foundation for its steadfast partnership and leadership in strengthening the communities where its employees live and work. We are optimistic that, through the forthcoming merger, Union Pacific will continue to champion organizations like Spy Hop that equip the next generation with the tools, vision, and voice to build a more connected and creative future.

Youth media matters,



Larissa Trout
Executive Director
Spy Hop Productions

Cc: Member Shultz
Member Hedlund

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a St. Louis County Councilman, I am writing to express my support for the proposed Union Pacific (UP)-Norfolk Southern (NS) merger – a transformative step that will strengthen both our local and national economies, modernize freight movement, and create new opportunities for businesses and consumers.

After more than ten years serving my community, I've learned that lasting economic and community development depends on investing and maintaining reliable infrastructure. By creating a transcontinental railroad, this merger will connect key markets across the country, streamline freight operations, and enhance America's competitiveness in the global supply chain.

In 2023, St. Louis County remained the region's leading exporter, accounting for nearly $5.4 billion in goods exports—driven by manufacturers and businesses that depend on reliable transportation to grow and stay competitive. Since most enterprises in St. Louis County and across Missouri are small businesses, a more connected rail network will reduce logistics costs, open new markets, and strengthen our local economies.

Local manufacturers will benefit from shorter shipping times and lower costs at every stage – from receiving material components to delivering finished products. This new level of efficiency will allow businesses to expand operations, create new jobs, and reinvest in their communities.

Through my work on the Public Improvements Committee, I've seen firsthand how improvements in infrastructure affect not only businesses but also consumers. When transportation systems run efficiently, families benefit from lower prices, faster deliveries, and less congestion in their neighborhoods.

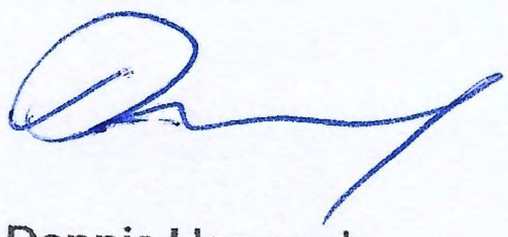
By shifting more freight to rail, this merger will help reduce commercial truck traffic in residential areas, easing congestion in communities across the country. Each intermodal

train can remove up to 550 trucks form the highway, improving safety, efficiency, and environmental outcomes nationwide.

Communities will enjoy a safer, cleaner, and more balanced environment – one where businesses can grow alongside residential neighborhoods without the disruption of heavy truck traffic. This improved balance between commerce and daily life will attract new investment, create economic opportunities, and strengthen local economies.

For these reasons, I strongly urge the Surface Transportation Board to approve the Union Pacific- Norfolk Southern merger. This partnership represents a significant step toward building a stronger, more connected transportation system – one that supports both economic growth and community well-being.

Sincerely,



Dennis Hancock

cc: Member Schultz

Member Hedlund

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a county councilman, I am proud to serve as the best interests of the people in St. Louis County, Missouri. I am writing this letter to urge you to support the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

I know from our efforts to grow the economic engine of the region that access to reliable rail infrastructure is essential for supporting local production. In St. Louis County, more access to freight lines will help our manufacturers get the efficient freight transportation they need. The proposed merger of UP and NS into a single transcontinental railroad would open new economic opportunity while reducing shipping bottlenecks and costs for our region.

Freight rail is already a cornerstone of Missouri's economy. According to the Missouri Chamber Foundation, freight shipping generates $52 billion in annual economic output statewide. Building on this success with a rail line that spans the nation would allow communities like ours to connect more directly with broader markets and strengthen our role in regional commerce.

The merger – and competitive shipping – would also ease our dependence on semi-trucks, which currently crowd our already congested highways. The Missouri Department of Transportation found the state's rail system already carries the equivalent of over 21 million truckloads per year, helping to alleviate traffic on local roads. Expanding rail capacity – as this merger would – will deepen these benefits – keeping freight off our streets, improving safety, and making transportation more streamlined.

Beyond traffic congestion, fewer trucks mean lower road maintenance costs, reduced carbon emissions, and quieter, safer neighborhoods. These quality-of-life improvements go hand-in-hand with the economic advantages of expanded rail connectivity.

With more goods being moved by rail, shipping costs are likely to decline and inefficiencies (via interchanges) would be minimized. In fact, the Missouri Department of Transportation notes that over half of the total value of goods in the state already move by rail – a clear indicator of its importance. A unified railroad system would enhance reliability, strengthen Missouri's economy, and improve the flow of goods across the country.

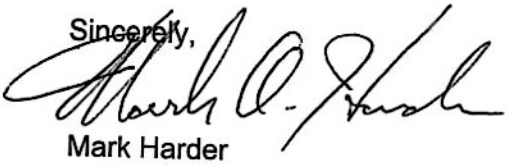
Closer to home, greater rail connectivity would link communities more easily to neighboring ones, amplifying our production capacity and economic relevance. With respected manufacturers, like pallet producer SERVODAY, this merger positions us well as a hub for domestic manufacturing.

Our communitas wants nothing more than greater economic opportunity and positioning. The merger between Union Pacific and Norfolk Southern to create North America's first true transcontinental railroad would make that vision possible – ensuring sustained development and long-term prosperity for St. Louis County.

For these reasons, I urge the Surface Transportation Board to approve this merger.

Thank you for your consideration.

Sincerely,



Mark Harder

ST. TAMMANY
ECONOMIC DEVELOPMENT CORPORATION

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the economic development organization for St. Tammany, St. Tammany Economic Development Corporation recognizes the important role freight rail plays in supporting the Northshore's economy and quality of life. Reliable and efficient rail service helps our manufacturers, distributors, and logistics partners connect to markets across the Gulf Coast and the nation— supporting business growth, job creation, and regional competitiveness.

The proposed Union Pacific–Norfolk Southern merger offers a meaningful opportunity to strengthen these connections. The merger would enhance network reliability, improve freight movement efficiency, and expand market access for Louisiana businesses. It also represents continued investment in rail infrastructure and technology— improving safety, supporting sustainability goals, and ensuring our region remains well-positioned to attract and retain industry.

Freight rail also complements our highway system by reducing congestion and emissions, making it an essential part of a resilient and sustainable transportation network. With thoughtful planning and oversight, this merger can deliver long-term benefits for businesses and communities across St. Tammany and the broader Northshore region.

On behalf of St. Tammany Economic Development Corporation, I respectfully encourage the Surface Transportation Board to approve this merger so that our region can fully benefit from the efficiencies, investment, and growth opportunities it will bring.

Sincerely,

Russell Richardson
President & Chief Executive Officer

cc: Member Schultz
Member Hedlund

State of Kansas

DINAH H. SYKES
SENATE DEMOCRATIC LEADER

BRANDON WOODARD
HOUSE DEMOCRATIC LEADER

11/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Democratic legislators of the Kansas Senate and House of Representatives, we are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

State of Kansas

DINAH H. SYKES
SENATE DEMOCRATIC LEADER

BRANDON WOODARD
HOUSE DEMOCRATIC LEADER

Sincerely:

Brandon Woodard
Minority Leader, Kansas House of Representatives

Dinah Sykes
Minority Leader, Kansas Senate

Representative Mike Amyx, HD 45
Representative Jo Ella Hoye, HD 17
Representative Dan Osman, HD 48
Representative Cindy Neighbor, HD 18
Representative John Alcala, HD 57
Representative Louis Ruiz, HD 31
Representative Angela Martinez, HD 103
Representative Lynn Melton, HD 36
Representative Suzanne Wikle, HD 10
Representative Stephanie Sawyer Clayton, HD 19
Representative Rui Xu, HD 26
Representative Susan Ruiz, HD 23
Representative Kirk Haskins, HD 53
Representative Linda Featherston, HD 16
Representative Heather Meyer, HD 29
Representative Mari-Lynn Poskin, HD 20
Representative Jerry Stogsdill, HD 21

Senator Pat Pettey, SD 6
Senator Marci Fransico, SD 2
Senator Patrick Schmidt, SD 19
Former Senator Mary Ware, SD 25
Senator Ethan Corson, SD 7
Senator David Haley, SD 4
Senator Cindy Holscher, SD 8
Senator Oletha Faust Goudeau, SD 29

cc: Member Schultz
Member Hedlund

Sterlington
BUSINESS ALLIANCE
Powered by MONROE

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket No. FD 36873

Dear Chairman Fuchs:

As President of the Sterlington Business Alliance, I recognize that dependable rail service is vital to the success of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger represents an important opportunity to strengthen these connections and deliver lasting economic benefits.

This merger promises faster and more reliable service, reduced congestion, and expanded market access for our local industries. It also ensures continued investment in critical rail infrastructure, enhancing safety, creating jobs, and keeping our community competitive in a growing economy.

On behalf of the Sterlington Business Alliance, I respectfully urge the Surface Transportation Board to approve this merger so that our region can benefit from the efficiencies, innovation, and expanded opportunities it will provide, linking our communities regionally, nationally, and globally.

Sincerely,

Mike Downhour
President, Sterlington Business Alliance

cc: Member Schultz
Member Hedlund

Thursday, October 23, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:
As a community leader in Iron County, Utah, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

This merger will also assist the growth of our county's economy through greater utilization of the Iron Springs Inland Port, adjacent to our town, which will move goods throughout the western states including California, Arizona, and Nevada. https://inlandportauthority.utah.gov/ironsprings/

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Iron County, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Steven Barsky
755 S.Main #4-335
Cedar City, UT 84720
Tel. 435-301-3047

cc: Member Schultz
Member Hedlund

SUAZO
BUSINESS CENTER

September 26, 2025

Chairman Patrick J. Fuchs
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Re: Support for the Union Pacific – Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Board,

On behalf of the Suazo Business Center, I am honored to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

The Suazo Center is Utah's premier hub for economically disadvantaged businesses. Since our founding in 2002, we have supported thousands of entrepreneurs across the state - from Logan to St. George - through business advising, technical assistance, capital access, and training programs. In 2023, we became a certified Community Development Financial Institution (CDFI), expanding our ability to provide capital to low- and moderate-income entrepreneurs. Each year, we serve more than 2,000 clients, help create or sustain hundreds of jobs, and guide the launch of new ventures that contribute directly to the state's economic growth.

Union Pacific has been a valued partner of the Suazo Business Center for nearly a decade. Their support has enabled us to strengthen programs that give entrepreneurs the tools, resources, and confidence to succeed. This long-standing collaboration reflects Union Pacific's deep commitment to investing in communities and to building economic resilience across both rural and urban America.

SUAZO
BUSINESS CENTER

We also recognize that reliable and efficient transportation networks are critical for small businesses to thrive. The proposed combination of Union Pacific's western network with Norfolk Southern's eastern reach, creating America's first truly transcontinental railroad - represents a generational opportunity to improve the competitiveness of the U.S. supply chain, expand access to markets, and generate new workforce opportunities.

For these reasons, we respectfully urge the Surface Transportation Board to approve this merger.

Thank you for your consideration, and for your service in ensuring a strong and competitive national rail system.

If you have questions, please contact me at 801-521-1709 or email me at silvia@suazocenter.org.

Sincerely,



Silvia Castro, MBA
President & CEO
Suazo Business Center

SUTHERLAND
INSTITUTE
A NEW BIRTH OF FREEDOM

September 30, 2025

The Hon. Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Comments on Merger - Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

I am writing you regarding the proposed Union Pacific–Norfolk Southern merger from the perspective of a civic leader focused on improving the state of Utah. Since the driving of the "Golden Spike" here marking the completion of the first transcontinental railroad in 1869, robust freight rail service has been a key component of our state's success. Utah serves a multimodal hub for the Intermountain West. And Union Pacific has always been the biggest player in Utah's rail service story. The company is without question a pillar of our community.

By extending Union Pacific's effective reach across a unified coast-to-coast network, we are optimistic that our economy would benefit significantly from the proposed Union Pacific–Norfolk Southern merger.

We are pleased to encourage the Surface Transportation Board to carefully consider this proposal, taking into account the economic opportunities it may create for the communities this combined network will serve and the need to bolster the competitiveness of the American economy through the efficient movement of goods by rail.

Sincerely,



Rick Larsen
President & CEO
Rick@sifreedom.org

cc: Member Schultz
Member Hedlund

Swatara Township

BOARD OF COMMISSIONERS

599 Eisenhower Blvd.
Harrisburg, PA 17111

Phone: 717-564-2551
Fax: 717-564-5895

November 5, 2025

The Honorable Patrick J Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington DC 20423

Dear Chairman Fuchs:

As President of the Board of Commissioners in Swatara Township, I am writing to let you know of my strong support for the proposed merger between Norfolk Southern and Union Pacific.

Swatara Township is home to the Rutherford Yards facility currently owned by Norfolk Southern. It employs many of my constituents and has been a driver of economic activity for our township. The potential merger includes protections for these employees, which have been agreed to between the companies and the union representing them, SMART-TD.

In addition to the importance of the Rutherford Yards to our community, the idea that the merger will improve the quality of freight rail in this country is important. Freight rail represents a sustainable and important mode of transportation in this country and this merged entity will represent a true transcontinental railroad.

I hope that you will consider the economic impact and the impact on my constituents when you consider this potential merger. I strongly support it, and I hope you will as well.

Sincerely,

Shaela Ellis, President
Swatara Township Board of Commissioners

BOARD OF DIRECTORS

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Midway

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Houston Health Department

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Harris County

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KPMG

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Director, Program - Project Management
Sodexo Energy & Resources

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Owner/Partner
The Ballroom at Bayou Place

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Derivatives Trader
Trafigura

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Director of Financial Planning Operations
Wealth Development Strategies, LLC

CANDACE M. WHALEY
Director, Analytics & Automation
Gryphon Healthcare

ABRAAR MOTIWALA
Jones Board Fellow
Rice Business – Jones Graduate School

ALICIA LAYFIELD
Outside Board Representative
Junior League of Houston
Casa Layfield - Jefa de Marketing

SANDRA WICOFF
Chief Executive Officer
Target Hunger

TARGET HUNGER

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Houston, Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Target Hunger, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Carrie E. Grzelak

Carrie E. Grzelak
Director of Development

cc: Member Schultz
Member Hedlund

TAYLOR
STRATEGIES & CONSULTING

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the owner of Taylor Strategies & Consulting, LLC, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Wyoming's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses, particularly, the mining industry. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Wyoming and the national economy.

Sincerely,
Erin N. Taylor

cc: Member Schultz
Member Hedlund

Esther Helton-Haynes
State Representative
House District 30
Hamilton County

Office: (615) 741-1934
1-800-449-8366 ext. 11934

House of Representatives
State of Tennessee
NASHVILLE

Chair: Insurance Subcommittee
Insurance, Local, Health,
Election & Campaign Finance,
Population Health

502 Cordell Hull Building
Nashville, Tennessee 37243

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative in Hamilton County, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. And reducing highway congestion decreases the need for highway maintenance spending and improves quality of life for our residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Esther Helton-Haynes

Representative Esther Helton-Haynes

cc: Member Schultz
Member Hedlund

GREG MARTIN
STATE REPRESENTATIVE
26TH LEGISLATIVE DISTRICT

LEGISLATIVE OFFICE
Cordell Hull Building, Suite 586
425 Rep John Lewis Way N.
Nashville, TN 37243-0115

CONTACT
rep.greg.martin@capitol.tn.gov
off: 615.741.2548

House of Representatives
State of Tennessee

NASHVILLE

COMMITTEES
AGRICULTURE AND NATURAL RESOURCES COMMITTEE:
Vice Chairman
Agriculture and Natural Resources Subcommittee
STATE AND LOCAL GOVERNMENT COMMITTEE:
Member
Departments and Agencies Subcommittee

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the District 26 State Representative in Hamilton County, I recognize the important role freight rail plays in supporting our local economy, businesses, and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community that relies on freight shipments would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. And our whole community would benefit from a more efficient rail network that could decrease the number of long-haul trucks on our publicly funded highways. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. Additionally, I am hopeful that this could potentially alleviate some of the congestion around Hamill Road and Thrasher Pike. Reduced highway congestion decreases the need for highway maintenance spending and improves quality of life for our

residents. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely:



Greg Martin

cc: Member Schultz
Member Hedlund

Greg Vital
State Representative
29th House District

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Hamilton County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Greg A. Vital

cc: Member Schultz
Member Hedlund

Rebecca Alexander
STATE REPRESENTATIVE
7th LEGISLATIVE DISTRICT

425 Rep. John Lewis Way. N
Suite 516 Cordell Hull Building
Nashville, TN 37243
(423) 956-7868
rep.rebecca.alexander@capitol.tn.gov

House of Representatives
State of Tennessee

NASHVILLE, TN

November 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Representative for Washington County (House District 7), I see firsthand that reliable rail service is essential for our local economy, businesses and residents. Since I have been in office, we have worked with Norfolk Southern on various issues in my district. They have proven themselves to be very responsive and collaborative. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe. Should you have any questions regarding this recommendation, you are more than welcome to contact me on my cell phone at (423) 956-7868.

Sincerely,

Representative Rebecca Alexander

State Representative-House District 7

BECKY DUNCAN MASSEY
STATE SENATOR
6TH SENATORIAL DISTRICT

CORDELL HULL BUILDING, SUITE 776
425 REP. JOHN LEWIS WAY NORTH
NASHVILLE, TENNESSEE 37243
(615) 741-1648

Senate Chamber

State of Tennessee

CHAIRMAN
TRANSPORTATION and SAFETY

COMMITTEE
HEALTH and WELFARE

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator in Tennessee, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Tennessee, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Becky Duncan Massey
State Senator, Tennessee

cc: Member Schultz
Member Hedlund

AR TX REDI
REGIONAL ECONOMIC DEVELOPMENT INC.

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Texarkana, Arkansas and Texas, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of AR-TX Regional Economic Development Inc., I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Rob Sitterley
President & CEO

cc: Member Schultz
Member Hedlund

6002 Summerfield Drive • Suite A, Texarkana, TX 75503
903-824-1792 • rob.sitterley@ar-txredi.com

TEXAS BUSINESS LEADERSHIP COUNCIL

DALE W. YOUNG
Chairman

JUSTIN YANCY
President

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As president of the Texas Business Leadership Council, I'm writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Justin Yancy

cc: Member Schultz
Member Hedlund

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of Texas Center for the Missing, I am writing to express my strong support of Union Pacific. As a long-time beneficiary of grants from the Union Pacific Community Ties Program, I feel that Union Pacific shows a strong ethical and moral corporate philosophy with the best interests of the community in mind.

Union Pacific's investment in local communities exemplifies care and concern for the safety of local communities.

Since 2020, Union Pacific has made grants supporting the Houston Regional Emergency Alert Expansion Project, making it possible for local police departments to activate 4 Regional Emergency Alerts:

- **Amber Alert:** For abducted children believed to be in danger of bodily harm or death
- **Clear Alert:** For kidnapped adults believed to be in danger of bodily harm or death
- **Endangered Missing Persons Alert:** For missing at-risk individuals with intellectual disabilities
- **Silver Alert:** For missing endangered adults diagnosed with Alzheimer's or other forms of dementia

Please accept this letter of support for Union Pacific as they seek a merger with Norfolk Southern.

Sincerely,

Melissa Turnquist

Melissa (Mel) Turnquist, *CEO*

cc: Member Schultz
Member Hedlund

STATE REPRESENTATIVE
BARBARA GERVIN-HAWKINS

DISTRICT 120
BEXAR COUNTY

October 22, 2025
Via Email

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State Representative of Texas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. This merger represents a significant opportunity to strengthen our national freight rail network while advancing Texas's longstanding commitment to economic growth, infrastructure development, and expanded trade access.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, doing it's best to provide efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

I have been informed that the proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility that should help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times**: Eliminating certain interchanges should speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and help strengthen supply chain resilience.

COMMITTEES: APPROPRIATIONS • REDISTRICTING • WAYS & MEANS
CAPITOL OFFICE: P.O. BOX 2910 • AUSTIN, TEXAS 78768-2910 • *phone* (512) 463-0738
BARBARA.GERVIN-HAWKINS@HOUSE.TEXAS.GOV

STATE REPRESENTATIVE
BARBARA GERVIN-HAWKINS

DISTRICT 120
BEXAR COUNTY

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Barbara Gervin-Hawkins

Representative Barbara Gervin-Hawkins

Texas House District 120

cc: Member Schultz
Member Hedlund

COMMITTEES: APPROPRIATIONS • REDISTRICTING • WAYS & MEANS
CAPITOL OFFICE: P.O. BOX 2910 • AUSTIN, TEXAS 78768-2910 • phone: (512) 463-0738
BARBARA.GERVIN-HAWKINS@HOUSE.TEXAS.GOV

STATE REPRESENTATIVE
MARC LAHOOD
HD 121

September 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific & Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative for House District 121 in Texas, I write to offer my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail has long been a driving force behind Texas's economic strength. Our state depends on efficient rail service to move energy, agricultural products, and manufactured goods to markets across the country and around the world. Union Pacific has been a trusted partner in this effort, providing reliable service that directly supports jobs and economic development in our communities.

This merger represents an opportunity to further strengthen our transportation network and deliver real benefits to Texas businesses and consumers, including:

- **Greater reliability and efficiency**: Streamlined routes will reduce service interruptions and keep goods moving on schedule.
- **Faster delivery times**: Eliminating unnecessary interchanges will help Texas companies reach markets more quickly and competitively.
- **Stronger long-term investment**: A unified transcontinental railroad will be better positioned to modernize infrastructure, advance safety, and invest in technology.
- **Expanded access to markets**: A broader rail footprint will help Texas producers and manufacturers compete and grow.

This proposal will keep our supply chains strong, reducing highway congestion, supporting economic growth, and ensuring that the U.S. freight rail system remains competitive.

For these reasons, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this merger. The benefits will be felt not only in Texas, but across the national economy.

Sincerely,

Marc LaHood
State Representative, House District 121

cc: Member Schultz
Member Hedlund

TEXAS HOUSE OF REPRESENTATIVES

JOSEY GARCIA

State Representative · District 124

October 07, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific and Norfolk Southern Merger Docket Number: FD 36873

Dear Chairman Fuchs,

As a proud Texas State Representative serving House District 124 in San Antonio; Military City U.S.A., I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Texas's economy. It keeps our shelves stocked, supports our farmers, powers our manufacturing sector, and connects our communities to markets across the country and the world. Union Pacific has long been a reliable partner in that mission, helping to move goods efficiently, affordably, and sustainably. This proposed merger represents an opportunity to build on that strong foundation and deliver meaningful benefits for both Texans and the broader U.S. economy by combining railroads that would cover over 50,000 route miles across 43 states, connect 100 ports across North America, and represent a massive $250 billion enterprise. More so, if approved, the Union Pacific and Norfolk Southern merger would create the first true coast-to-coast freight railroad in the U.S., operating entirely on its own network by linking UP's western reach with NS's eastern system. This historic merger would transform freight rail efficiency and connectivity nationwide.

I respectfully urge the Surface Transportation Board to approve this proposal .Help us make history and move forward together in service to our shared prosperity.

Yours in service,



Josey Garcia, US Air Force, Retired
Texas State Representative for House District 124
1100 Congress Ave., Austin, TX 78701
Capitol Address: Room E2.904
Office: (512) 463-0634
Cell: (210) 781-9935Info@JoseyGarcia.com

AJ LOUDERBACK
TEXAS HOUSE OF REPRESENTATIVES · DISTRICT 30
Dewitt · Goliad · Jackson · Lavaca · Matagorda · Victoria

October 16, 20225

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Texas is a state built on commerce, and rail has long been the backbone of how we move the goods that power our economy. In my Gulf Coast district, rail plays a vital role in connecting our communities, industries, and ports to markets across the nation. From energy production and agriculture to manufacturing and refining, the movement of freight is essential to our local prosperity and the broader Texas economy.

The proposed Union Pacific–Norfolk Southern merger represents an important opportunity to strengthen these connections. Improved efficiency and reliability in our rail system will help ease the burden on our highways, expand market access for Texas businesses, and enhance the resilience of our supply chains. Just as importantly, it will support continued investment in infrastructure—promoting safety, creating jobs, and preparing our state for the demands of the future.

For the communities I represent, including DeWitt, Goliad, Jackson, Lavaca, Matagorda, and Victoria Counties, the benefits of this merger are tangible. A stronger, more dependable rail network means stronger local economies, more competitive industries, and continued growth for the Texas Gulf Coast region.

I respectfully urge the Surface Transportation Board to approve this merger and allow Texas to continue leading the way as a national and global hub for trade and economic opportunity.

Sincerely,

AJ Louderback

State Representative, District 30

cc: Member Schultz
Member Hedlund

CAPITOL OFFICE: P.O. Box 2910 • Austin, Texas 78768-2910 • (512) 463-0456
DISTRICT OFFICE: P.O. Box 1792 • Victoria, Texas 77902-1792
aj.louderback@house.texas.gov

STATE OF TEXAS HOUSE OF REPRESENTATIVES

PAT CURRY

District 56

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Texas's transportation infrastructure is a cornerstone of our state's economic success, and nowhere is that more evident than here in Waco and the surrounding Central Texas region. Railroads play a vital role in moving goods efficiently and safely, supporting local agriculture, energy, manufacturing, and the growing commercial sector that drives our community. The proposed merger between Union Pacific and Norfolk Southern presents an important opportunity to strengthen that system.

This merger could enhance operational efficiency, reduce delays, and provide more reliable freight service for businesses across Central Texas and the state as a whole. By improving the flow of goods, it can help ease congestion on highways, support local economic development, and ensure that Waco and other Texas communities remain connected to national and international markets. Continued investment in rail infrastructure will also create jobs, improve safety, and modernize critical transportation corridors serving our region.

For Waco, Central Texas, and Texas as a whole, the benefits of this merger are substantial. I respectfully urge the Surface Transportation Board to approve this consolidation so that our communities and our state can continue to thrive as a hub for commerce and economic opportunity.

Sincerely,

Pat Curry
State Representative, District 56

cc: Member Schultz
Member Hedlund

P.O. BOX 2910 · E1.512 · AUSTIN, TEXAS 78768-2910 · (512) 463-0135
204 WOODHEW DRIVE · WACO, TEXAS 76712 · (254) 754-3892
pat.curry@house.texas.gov

TEXAS HOUSE *of* REPRESENTATIVES

Don McLaughlin

DISTRICT 80

October 17, 2025

Chairman Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Texas State Representative for House District 80, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. With the continued growth in our state, we most focus on common sense solutions to improve our transportation infrastructure while prioritizing the needs of our local communities. I ask that you consider the following benefits this initiative would provide to my constituents while the board carries on their discussion on this matter.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Don McLaughlin
Texas House District 80

P.O. BOX 2910 • AUSTIN, TEXAS 78768-2910 • PHONE (512) 463-0194 • DON.MCLAUGHLIN@HOUSE.TEXAS.GOV

TEXAS HOUSE OF REPRESENTATIVES
EDDIE MORALES, JR.
District 74

November 20th, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As State Representative for House District 74. I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail plays an outsized role in HD 74. From the agricultural producers of South Texas to the energy, mining, and manufacturing operations across Permian Basin, our communities rely on efficient, reliable rail service to move goods to markets across the region. Union Pacific has long been a critical transportation partner for our district from supporting local businesses, sustaining jobs, and serving as a vital connection from West Texas to the rest of the state and the nation.

The proposed merger offers a unique opportunity to strengthen this network in ways that directly benefit the shippers, consumers, and communities of HD 74, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help reduce disruptions that particularly impact rural shippers and small businesses across our district.
- **Reduced Transit Times:** Eliminating certain interchanges will speed delivery of agricultural products, energy resources, and manufactured goods originating in HD 74, helping our businesses compete more effectively.
- **Increased Investment:** A stronger transcontinental network will support long-term improvements in rail infrastructure, advanced technology, and safety systems, critical for a district with vast distances and growing freight needs.
- **Expanded Market Reach:** A broader geographic footprint will open additional markets for producers and employers in HD 74, enhancing supply chain resilience and supporting local economic growth.

This merger is about more than the consolidation of two railroads, it is about securing the future of transportation for rural and border communities, supporting economic development throughout West Texas, and ensuring American freight rail remains globally competitive.

For these reasons, I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the meaningful benefits it will bring to House District 74, the State of Texas, and the national economy.

Sincerely,

Eddie Morales, Jr.
State Representative

P.O. Box 12910 · Austin, Texas 78711-2910 · phone (512) 463-0566
EDDIE.MORALES@HOUSE.TEXAS.GOV

The Senate of The State of Texas

Chairman Peter P. Flores
District 24

November 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. As a State Senator representing South Central Texas, including the Greater San Antonio area, I recognize the critical role rail infrastructure plays in our region's economy and daily life.

This merger promises to enhance operational efficiency, expand freight capacity, and strengthen connectivity across Texas and the broader national rail network. For my constituents, this means improved transportation for local businesses, reduced congestion on our roads, and a stronger foundation for economic growth in South Central Texas.

I urge the Surface Transportation Board to approve this merger, which will benefit both our community and the nation's transportation system.

Thank you for your consideration.

Sincerely,
Pete Flores
State Senator, District 24

cc: Member Schultz
Member Hedlund

Committee on Criminal Justice
Chair
Committee on Border Security
Vice Chair

CAPITOL OFFICE:
ROOM E1.808
P.O. Box 12068
Austin, Texas 78711
(512) 463-0124

Committee on Education
Committee on Finance
Committee on Water, Agriculture,
and Rural Affairs

Donna Campbell, M.D.
Texas State Senator
District 25

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Texas is a state built on commerce, and rail has long been the backbone of how we move the goods that power our economy. In my district—anchored by New Braunfels and spanning the heart of the Hill Country—rail service connects our communities to the larger Texas and national markets that sustain our industries, jobs, and quality of life. From energy and agriculture to manufacturing and logistics, dependable freight service keeps our economy moving and our businesses competitive.

The proposed Union Pacific–Norfolk Southern merger presents an important opportunity to strengthen those connections. By improving efficiency and reliability across the rail network, this merger will help ease highway congestion, support job growth, and ensure our supply chains remain strong in a rapidly expanding economy. It also represents continued investment in the infrastructure that underpins Texas' long-term economic leadership.

For the communities I represent, including New Braunfels and the surrounding region, a stronger and more dependable rail system means safer roads, stronger local economies, and a more secure foundation for future growth.

I respectfully urge the Surface Transportation Board to approve this merger so Texas can continue to lead the nation in commerce, energy, and innovation.

Sincerely,

Donna Campbell

Senator Donna Campbell, M.D.
Senate District 25

Capitol Office:
Room 3E.18
P.O. Box 12068 Austin,
Texas 78711
(512) 463-0125
Fax: (512) 463-7794

CAPITOL OFFICE
P.O. Box 12068
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(512) 463-0103
FAX: (512) 463-1526
Dial 711 for Relay Calls

COMMITTEES:
Transportation, *Chair*
Business & Commerce
Finance
Local Government

ROBERT L. NICHOLS
STATE SENATOR

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Texas State Senate representing East Texas, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern railways. This merger promises to strengthen rail infrastructure, enhance freight efficiency, and create economic opportunities across our region.

East Texas, including my hometown of Jacksonville, which is directly served by Union Pacific rail lines, relies heavily on efficient rail transportation for industries ranging from timber and agriculture to manufacturing and energy. The consolidation of these two major carriers will improve service reliability, expand capacity, and better connect local businesses to national and international markets. This, in turn, will support job growth and economic development throughout Senate District 3 and the surrounding communities.

I urge the Surface Transportation Board to approve this merger, recognizing the significant benefits it will bring to East Texas and to the broader state economy. Thank you for your consideration.

Sincerely,

Robert L. Nichols
State Senator, District 3

cc: Member Schultz
Member Hedlund

JACKSONVILLE OFFICE
329 Neches Street
Jacksonville, Texas 75766
(903) 589-3003
FAX: (903) 589-0203

NACOGDOCHES OFFICE
202 E. Pilar Street, Ste. 309
Nacogdoches, Texas 75961
(936) 564-4252
FAX: (936) 564-4276

LUFKIN OFFICE
2915 Atkinson Drive
Lufkin, Texas 75901
(936) 699-4988
FAX: (936) 699-4991

LUMBERTON OFFICE
769 S.Main St., Suite 103
Lumberton, Texas 77657
(409) 755-9893
FAX: (409) 755-9899

Senate District 3
E-mail: robert.nichols@senate.texas.gov

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in the Greater Salt Lake City, Utah Area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Greater Salt Lake City, Utah area, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Brent D Lange
Chief Development Officer

cc: Member Schultz
Member Hedlund

THE BORDERPLEX ALLIANCE

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL
2021 ECONOMIC DEVELOPMENT ORGANIZATION OF THE YEAR

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Chief Executive Office of The Borderplex Alliance, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. The Borderplex Alliance is an award-winning economic development and policy advocacy organization. The Alliance is independent, non-partisan, and private sector-led. Our mission is to bring jobs, hope, and opportunity to the Borderplex region.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

THE BORDERPLEX ALLIANCE

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL
2021 ECONOMIC DEVELOPMENT ORGANIZATION OF THE YEAR

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jon Barela
CEO
The Borderplex Alliance

cc: Member Schultz
Member Hedlund

Ken Pokalsky
VICE PRESIDENT

October 15, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

SUBECT: Proposed Norfolk Southern and Union Pacific Merger

On behalf of The Business Council, I am sharing our support for the proposed merger between Union Pacific and Norfolk Southern. The Business Council is New York's largest statewide employer association, representing more than 3,300 private sector businesses in all sectors.

Freight rail is a cornerstone of our state's economy, safely moving the materials and goods that powers our industries, supports agriculture and connects communities to markets across the nation, providing efficient and cost-competitive shipping services. Norfolk Southern has been an essential transportation partner for our state, providing efficient, reliable, cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, while assuring cost-competitive services, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger will support nation's transportation network, support economic development and ensure that American freight rail remains globally competitive. We urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the Surface Transportation Board (STB) weighs the proposed merger of Union Pacific (UP) and Norfolk Southern (NS), I am writing to share my recent op-ed, published in *American Thinker*, for the STB's consideration. This merger is a historic deal that would create the first coast-to-coast freight railroad under a single carrier, improving efficiency, saving money, and strengthening American supply chains.

The combined Union Pacific–Norfolk Southern network would eliminate chokepoints like clogged interchanges that waste time and money. For cross-country shippers, a combined network means lower inventory costs and more resilient supply chains. For consumers, it means products that arrive faster and cheaper.

Critics and special interests vying for government intervention ignore the fact that Union Pacific and Norfolk Southern are not competitors today. UP and NS actually operate in separate parts of the country with little overlap and are each other's largest partners. Allowing goods to be transported seamlessly across the country without clogging terminals would be a huge boon.

Insofar as regulators are looking at the merger's impact on competition, they should do so with the broadest possible lens. There is, after all, more than one way to transport goods. Railroads compete daily with freight sent by air, by sea, and—primarily—by road. Almost 3 out of every 4 pounds of freight is carried by truck. So, if rail service falters or rates rise, shippers switch modes. That's real market discipline that requires no government intervention.

Likewise, an improvement to rail efficiency means more competition in the overall transportation market, not less.

At a time when supply chains are still fragile, a faster and more integrated rail system would make American manufacturing stronger and more globally competitive. For instance, the companies project nearly $3 billion a year in efficiency, a 10 percent boost in traffic by 2030, and billions in new investment.

Approving this merger would create a modern transcontinental system fit for today's economy. Blocking it would mean clinging to discredited progressivism at the expense of growth, efficiency, and consumer benefits.

I believe this op-ed contributes meaningfully to the broader discussion surrounding the merger and offers valuable insight into why it should be approved. Please find a copy of the published piece attached.

Sincerely,
Brian Garst
Vice President of the Center for Freedom and Prosperity

cc: Member Michelle Schultz
Member Karen Hedlund

American Thinker

September 29, 2025

Approve the first transcontinental railroad for freight

By Brian Garst

Regulators love to say they're protecting consumers. But too often, "protection" really means blocking innovation that would improve efficiency, save money, and strengthen the economy. That is what is at stake as the Surface Transportation Board (STB) weighs the proposed merger of Union Pacific and Norfolk Southern. It's a deal that would create the first coast-to-coast freight railroad in U.S. history, but only if the government gets out of the way.

Right now, freight moving from the Atlantic to the Pacific has to be handed off between railroads, often at clogged junctions like Chicago or New Orleans. These transfers waste time and money. The combined Union Pacific–Norfolk Southern network would eliminate those chokepoints, cutting delivery times by up to two full days. For cross-country shippers, whether it be for agriculture, petroleum, or manufactured goods, that means lower inventory costs and more resilient supply chains. For consumers, it means products that arrive faster and cheaper.

Critics and special interests vying for government intervention warn of consolidation. What they ignore is that Union Pacific and Norfolk Southern are not competitors today. They operate in separate parts of the country with little overlap. Instead, they are each other's largest partners, exchanging around 1 million shipments per year between their networks. Allowing all these goods to transit without clogging terminals would be a huge boon.

Insofar as regulators are looking at the merger's impact on competition, they should do so with the broadest possible lens. There is, after all, more than one way to transport goods. Railroads compete daily with freight sent by air, by sea, and—primarily—by road. Almost 3 out of every 4 pounds of freight is carried by truck. So, if rail service falters or rates rise, shippers switch modes. That's real market discipline that requires no government intervention.

Likewise, an improvement to rail efficiency means more competition in the overall transportation market, not less.

This merger is also a shot in the arm for the economy. The companies project nearly $3 billion a year in efficiencies, a 10 percent boost in traffic by 2030, and billions in new investment. At a time when supply chains are still fragile, a faster and more integrated rail system would make American manufacturing stronger and more globally competitive.

The Biden administration embraced an expansive and aggressive use of antitrust powers, often treating corporate size and efficiency as inherently suspect. It threw out the consumer welfare standard, choosing instead to subject economic activity to the often-arbitrary whims of unelected bureaucrats. The result was a loss of innovation and economic dynamism.

The Trump administration has now both the opportunity and the obligation to separate itself from the failures of the Biden approach. The recent firing of an STB board member sympathetic to the heavy-handed approach is hopefully a positive sign.

America was built by railroads that connected east and west. Approving this merger would echo that achievement, creating a modern transcontinental system fit for today's economy. Blocking it would mean clinging to discredited progressivism at the expense of growth, efficiency, and consumer benefit.

The STB faces a simple test. Does this deal make our freight system faster, cheaper, and more competitive? The answer is yes. Regulators should step aside and let the market work.

Brian Garst is Vice President of the Center for Freedom & Prosperity.

THE CHAMBER
Hays, Kansas

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of The Chamber in Hays, Kansas, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads. It's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Sarah A. Wasinger

Sarah Wasinger
President/CEO - The Chamber in Hays, Kansas

cc: Member Schultz
Member Hedlund

The Children's Center Utah
where hope and healing happen

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Senior Clinical Director

Julie Hadlock, SHRM-SCP
Director, Talent and Operations

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As someone deeply invested in the wellbeing of Utah, I see firsthand how important freight rail is to the families, businesses, and nonprofit organizations that make up our community. Reliable rail service doesn't just move goods—it helps sustain local jobs, supports small businesses, and strengthens the connections that allow our community to thrive.

The proposed Union Pacific–Norfolk Southern merger presents an opportunity to build on that foundation. By expanding reach and investing in modern infrastructure, the merger has the potential to make rail service more dependable and efficient for communities like ours. These improvements can mean stronger local economies, greater supply chain stability, and more opportunities for growth.

I want to highlight the leadership of Nathan Anderson at Union Pacific. Nathan has been a true partner to our community, supporting nonprofits and championing collaboration between business and civic organizations. His commitment gives me confidence that this merger will be guided by a spirit of responsibility and care for people, not just efficiency.

I respectfully encourage the Surface Transportation Board to take these factors into account as you evaluate the merger. Our community is eager to see growth that is fair, sustainable, and grounded in the values of service and partnership.

Sincerely,

Amy Bosworth
Director, Philanthropic Partnerships
The Children's Center Utah

cc: Member Schultz
Member Hedlund

BEST COMPANIES TO WORK FOR
ONE OF 100 COMPANIES CHAMPIONING WOMEN IN UT
United Way of Salt Lake
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3725 W 4100 S, Ste 250 • West Valley City, UT 84120 • Main 801.582.5534 • Fax 801.582.5540
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THE ALLIANCE
The Economic Development Alliance for Brazoria County

September 29, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Economic Development Alliance for Brazoria County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses, both large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

4005 Technology Drive • Ste. 1010 • Angleton, Texas 77515 • 979-848-0560 • Fax 979-848-0403 • info@eda-bc.com • www.eda-bc.com

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Patti Worfe Mills

Patti Worfe Mills, PCED
President and CEO

PWM:djp

cc: Member Schultz
Member Hedlund

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Partner of The Fulcrum Group, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our Colorado economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

MaryKay Hogan

cc: Member Schultz
Member Hedlund

The Greater San Antonio Chamber

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President & CEO of the Greater San Antonio Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Jeff Webster

cc: Member Schultz
Member Hedlund

The Chamber
The Greater Springfield Chamber of Commerce

Memorial Health | Springfield clinic
SUMMIT INVESTORS

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Springfield, IL, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of The Greater Springfield Chamber of Commerce, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Mike Murphy
President & CEO

cc: Member Schultz
Member Hedlund

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The Switch

400 13th Street

Hempstead, TX 77445

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Hempstead, Texas, Waller County, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of The Switch I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring—connecting our communities regionally, nationally and across the globe.

Sincerely,

DocuSigned by:
Melissa Hegemeyer
CB15CD319CA04E6...

Melissa Hegemeyer

cc: Member Schultz
Member Hedlund

Timothy William Jones
137 South Central Avenue
Post Office Box 432
Eureka, Missouri 63025

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

During my tenure as Speaker of the Missouri House of Representatives, I led the passage of historic pro-growth reforms. This experience solidified in me a fundamental belief: reliable and efficient infrastructure is what sustains American jobs and industrial growth. Having returned to the private sector, I believe now more than ever in an America First economy and that government should be held to the highest standards. That is why I proudly support the Union Pacific (UP) and Norfolk Southern (NS) merger. I believe an efficient, unified coast-to-coast rail network will provide our nation with the tools we need to meet the challenges of the 21st-century economy. This merger will support American manufacturing, strengthen supply chains, and help American companies compete against foreign alternatives.

This merger could not come at a more critical time. While our country continues to engage in partisan bickering amid a government shutdown, China continues to build and expand. Through its "Belt and Road" initiative, Beijing has poured billions into developing a global transcontinental rail network that now spans more than 150 countries, linking Asia, Africa, and Europe under its influence. Every mile of track laid expands China's influence and underscores the urgent need for America to reinvest in its own industrial foundation.

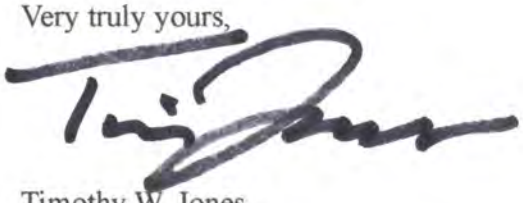
The UP-NS merger aligns well with President Trump's goals of revitalizing American manufacturing and bolstering the U.S. supply chain. By removing interchange delays, the merger strengthens the transcontinental system — creating faster, more dependable, and more affordable freight options for American businesses. American families will also surely benefit, as more efficient rail means lower consumer prices and less highway congestion. For workers, the merger will create increased job opportunities in the rail industry, one of the most stable and well-compensated sectors in the nation. Taken together, this merger represents an opportunity to

prioritize national security and stay ahead of China and neighboring competitors like Canada by modernizing our rail system, expanding U.S. freight capacity, and supporting American jobs.

Just as President Lincoln united a divided nation through the first transcontinental railroad, our country can now strengthen and unite America's economy through a nationwide modernization effort. Approving this merger will reinforce our infrastructure, empower American workers and families, and reaffirm the United States' standing as the world's industrial leader.

I respectfully encourage the Surface Transportation Board to provide this proposal with full and fair consideration. Approving this merger will keep America moving forward and ensure our nation remains the engine of global progress.

Very truly yours,



Timothy W. Jones

Toy Train Depot Inc.

1991 N. White Sands Blvd.
Alamogordo New Mexico, 88310
toytraindepot.org

3 October 2025

The Honorable Patrick J. Fuchs
Charman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket number FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Otero County, New Mexico, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific—Norfolk Southern merger offers increased assurances that we can continue to rely on this service and reap long-term benefits locally.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of Toy Train Depot Incorporated, I respectfully request that the Surface Transportation Board approve this merger, allowing us to capitalize on the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally, and globally.

Sincerely,

Ardel R. Bednorz
Board Member
Toy Train Depot Inc.
ardel.bednorz@toytraindepot.org
(575) 430-7961

Cc: Member Schultz
Member Hedlund

Toy Train Depot Inc.

1991 N. White Sands Blvd.
Alamogordo New Mexico, 88310
toytraindepot.org

3 October 2025

The Honorable Patrick J. Fuchs
Charman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket number FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Otero County, New Mexico, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific—Norfolk Southern merger offers increased assurances that we can continue to rely on this service and reap long-term benefits locally.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of Toy Train Depot Incorporated, I respectfully request that the Surface Transportation Board approve this merger, allowing us to capitalize on the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally, and globally.

Sincerely,

Merry Koval

Merry A. Koval
Founder/Board Member
Toy Train Depot Inc.
ardel.bednorz@toytraindepot.org
(575) 430-0571

Cc: Member Schultz
Member Hedlund

Toy Train Depot Inc.

1991 N. White Sands Blvd.
Alamogordo New Mexico, 88310
toytraindepot.org

24 September 2025

The Honorable Patrick J. Fuchs
Charman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket number FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Otero County, New Mexico, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific—Norfolk Southern merger offers increased assurances that we can continue to rely on this service and reap long-term benefits locally.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of Toy Train Depot Incorporated, I respectfully request that the Surface Transportation Board approve this merger, allowing us to capitalize on the efficiencies, investments, and opportunities it will bring – connecting our communities regionally, nationally, and globally.

Sincerely,

Debra D. Bednorz

Secretary/Treasurer
Toy Train Depot Inc.
Debra.bednorz@toytraindepot.org
(575) 430-8012

Cc: Member Schultz
Member Hedlund

TREES FOR HOUSTON

TREES FOR TEXAS

Chairman
Rhett Rentrop
President
Tom Flaherty
Vice Presidents
Barton Kelly
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Treasurer
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Secretary
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Seth Flechsig
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Marc Laborde
David Marks
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Tim McConn
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John M. Kirksey, Jr.
Shelton Mitchell
Vivie O'Sullivan
Francey Hawkins Pengra
Susan Sample
Jason Sexton
George Wm. Strake III
Brad Trentham
Duncan K. Underwood
Joe Bill Whittenburg
Carla Wyatt
John T. Young, Jr.

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the greater Houston region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Trees For Houston, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

cc: Member Schultz
Member Hedlund

1911 W. 34th Street Houston Texas 77018
713-840-8733 • 713-840-8734 fax • www.treesforhouston.org • info@treesforhouston.org

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Trenton Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kayla Graham
Executive Director

cc: Member Schultz
Member Hedlund



November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As the Chair of the Tri-County Chamber Alliance, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state economy, helping workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

TRI-COUNTY CHAMBER ALLIANCE
SAN LUIS OBISPO | SANTA BARBARA | VENTURA

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kathy Vreeland

Kathy Vreeland
Tri-County Alliance Vice Chair

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
via e-mail

Mr. Fuchs:

I am writing today in support of the proposed merger between Union Pacific Railroad and Norfolk Southern Railway. I believe that the proposed merger would have great benefits for the country, and urge your support.

I have had the privilege of representing Union Pacific for their legislative and regulatory affairs in Iowa since 2005. Prior to that, I worked for the Iowa Association of Business and Industry, a statewide trade association, which consistently fought for the elimination of regulatory barriers to competition. This merger is the next logical step in ensuring that American products can be shipped domestically or internationally as efficiently as possible.

Simply put, this merger would make the shipping of products made or grown in Iowa to ports on the eastern seaboard much more efficient. Without the friction of switching in Chicago, St. Louis, Memphis or New Orleans, carloads of Iowa products can move straight to ports on the Atlantic, unleashing he competitiveness of Iowa manufacturers and farmers.

In addition, the economy of western Iowa stands to benefit immensely from the proposed merger. The headquarters of the merged entity would be in Omaha, and its neighbor across the Missouri - Council Bluffs, Iowa - would see direct and indirect benefits of any potential relocated employees and their families, leading to increased development, business activity and tax growth.

This merger would lead to increased freight rail traffic, which is the safest mode of transporting large commodities and products in the market today. More freight cars on our own rail lines means safer roads for everyday American travelers, students, workers and truckers. More freight cars on our own rail lines means better gas prices for American consumers. More freight cars on our own rail lines means that public transportation infrastructure, such as highways, bridges and tunnels, will last longer. All Americans will benefit from this merger.

“Business as usual” should not be a guiding principle for a growing, innovative economy. Approval of this merger would show the world that we are focused on the future, with a thriving manufacturing and ag sector generating immense wealth for Americans.

Please support the merger between Union Pacific Railroad and Norfolk Southern Railway.

Sincerely,

Michael Triplett
President
Triplett Enterprises Ltd.

TULSA REGIONAL CHAMBER
YOUR PARTNER IN PROSPERITY

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Vice President of the Tulsa Regional Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Jonathan Long

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

October 10, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

Union Station Kansas City, Inc is proud to call Union Pacific our partner and friend. Our history together began in 1906 when the Kansas City Terminal Railway, a jointly-owned subsidiary of 12 major railroads, was formed to build Union Station. Union Pacific was one of those twelve, and eight years later in 1914, Union Station opened to the public. Today, over 110 years later, Union Station Kansas City—a 501(c)3 non-profit organization—still enjoys an ongoing partnership with Union Pacific. We routinely host "Big Boy" on our grounds and invite the Kansas City community to come celebrate the world's largest operating steam locomotive, learn about modern rail transportation and commerce, and create lasting memories.

Union Pacific is generous with its philanthropic investment in many communities throughout the United States, and Union Station has been a recipient of this generosity. Union Pacific's recent funding of our needed security upgrades has been instrumental in continuing the safety of our guests. We see two million people come through our doors each year, and having generous partners support us is significant for our historic building and grounds.

The proposed Union Pacific-Norfolk Southern merger offers an opportunity to extend these benefits further. In addition to the forecast improvement in rail service and infrastructure, the merger promises to enhance the reach and resources of a company that already plays a vital role in supporting local organizations and improving quality of life. We respectfully ask the Surface Transportation Board to approve this merger so Union Pacific can continue and expand its important contributions - not only in transportation, but in strengthening communities nationwide.

With Gratitude,



George M. Guastello
Union Station President & CEO

UNION STATION KANSAS CITY, INC.
30 W. Pershing Rd. Suite 400, Kansas City, MO 64108 | p: 816.460.2000 | f: 816.460.2260 | unionstation.org

UNITED LATINOS ACTION

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Executive Director of United Latinos Action, a California based Latino advocacy group, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our California's economy, helping Latino workers, farmers, and businesses move the goods that sustain our communities and connect them to markets nationwide and around the world. Union Pacific has long been an essential transportation partner for California, providing efficient, reliable and cost-effective service to Latino businesses across the state. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Robert Apodaca

cc: Member Schultz
Member Hedlund

UNITED WAY of the Midlands

1229 Millwork Ave., Suite 402
Omaha, NE 68102-4277
P:402.342.8232
UnitedWayMidlands.org

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

At United Way of the Midlands, we believe strong communities are built on strong connections—between people, services, and the infrastructure that makes progress possible. As a trusted community partner in the Omaha-Council Bluffs metro, we see firsthand how reliable transportation links economic opportunity, provides stability for families and helps vital resources reach those who need them most.

The proposed merger between Union Pacific and Norfolk Southern presents a compelling opportunity to strengthen economic pathways and support thriving communities—creating faster, more dependable service, enhancing safety and ensuring our community remains competitive in a growing economy.

Union Pacific has been a longstanding partner and leader with United Way of the Midlands. Their employees and leadership team demonstrate an unwavering commitment to giving back—volunteering their time, supporting workplace campaigns and serving in key leadership roles to help advance local efforts. Their deep community engagement reflects a corporate culture grounded in responsibility and impact.

We also value the spirit of regional collaboration and maintain strong relationships with our counterparts in communities where Norfolk Southern operates. Together, we share a commitment to ensuring people have the tools and support they need to succeed.

On behalf of United Way of the Midlands, we respectfully encourage the Surface Transportation Board to support this merger and the positive impact it can bring to our region and beyond.

Sincerely,

Shawna Forsberg

Shawna Forsberg
President and CEO, United Way of the Midlands

cc: Member Schultz
Member Hedlund

EXECUTIVE BOARD COMMITTEE

Paul Maass, Board Chair, CEO, Scoular
Chanda Chacón, Past Board Chair, President & CEO, Children's Nebraska
Derek Leathers, Chairman & CEO, Werner*
Chris Leitner, CEO, Teneska
Dina Tilgner, President & COO, NP Dodge Company
Troy Via, COO, Omaha Public Power District
Randy Wood, President & CEO, Lozier
Shawna Forsberg, President & CEO, United Way of the Midlands



UNITED WAY
Will County
54 N. Ottawa Street
Suite 300
Joliet, IL 60432

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the United Way of Will County, I am pleased to offer our support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

United Way of Will County focuses on understanding our community's needs and strengthening the systems that make up our local health and human services infrastructure. Through this work, we help residents meet their basic needs and achieve long-term stability through coordinated, data-driven solutions. Each year, we collaborate with many corporate partners who share this commitment, and Union Pacific exemplifies corporate social responsibility in action. Their continued investment in our region reflects a steadfast dedication to economic growth and the long-term well-being of Will County residents.

The proposed merger promises better rail service, reduced congestion, and expanded market reach. We believe these advancements will directly benefit the Will County community. Union Pacific's consistent engagement with local stakeholders demonstrates their genuine care for the people and businesses that call our region home.

United Way of Will County fully supports this merger and recognizes Union Pacific as a valued corporate community partner. Their dedication to responsible growth and community improvement reflects the kind of leadership that helps our community thrive.

Sincerely,

Sarah Oprzedek
President & CEO

United Way of Will County is a tax-exempt organization under the Internal Revenue Code Section 501(c)(3). Our Federal ID is 36-2515625. United Way of Will County does not provide any goods or services as whole or partial consideration for any donation received.

October 14, 2025

universityhealth FOUNDATION

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

A community's strength is a reflection of the business and philanthropic commitment to its residents. Union Pacific is a beacon for the Kansas City community and its most vulnerable members. As an essential, safety-net hospital and clinic system serving over 125,000 residents of Jackson County, we see firsthand the role Union Pacific plays in supporting the community through philanthropic giving and the sharing of talent through direct employee support. Union Pacific bolsters our ability to fulfill our mission of providing accessible, state-of-the-art quality healthcare to our community, regardless of the ability to pay.

We wholeheartedly support the merger of Union Pacific and Norfolk Southern, which will further strengthen the community by investing in rail infrastructure that benefits our community and beyond. Opportunities to expand rail service and continue to impact communities will lead to better lives for everyone.

I respectfully request that the Surface Transportation Board approve the proposed merger, which will have a positive and lasting impact on communities nationwide.

Sincerely,

Emily Parish
Executive Director
University Health Foundation

UNIVERSITY OF ARKANSAS
PULASKI TECHNICAL COLLEGE
OFFICE OF THE CHANCELLOR

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Central Arkansas reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the University of Arkansas Pulaski Technical College, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Summer L. DeProw, PhD
Chancellor

cc: Member Schultz
Member Hedlund

3000 West Scenic Drive North Little Rock, AR 72118 501-812-2216 sdeprow@uapc.edu

UNIVERSITY OF NEBRASKA

OFFICE OF THE PRESIDENT

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support for Union Pacific Railroad Merger

Dear Chairman Fuchs:

As President of the University of Nebraska, I am writing to express my strong support for Union Pacific Railroad and to emphasize the importance of a successful merger that will strengthen both our regional and national economies.

Union Pacific has long been a pillar of Nebraska's economic and civic foundation, fueling commerce, connecting communities, and supporting generations of working families. The company's dedication to innovation, infrastructure, and safety aligns with the values of our university system, and its continued success is essential to the vitality of our state and the nation.

A successful merger would enable Union Pacific to build upon its proud legacy of reliability and service by enhancing efficiency, expanding capacity, and advancing the sustainability of American transportation. These benefits extend far beyond the rail industry, they will contribute directly to workforce development, job creation, and community growth across the country.

For decades, Union Pacific and the University of Nebraska have enjoyed a close and productive partnership. Together, we have advanced higher education, provided internships and employment opportunities for our graduates, expanded professional development for working adults, and supported groundbreaking research in areas ranging from supply chain optimization to cancer treatment and entrepreneurship. Union Pacific's continued success ensures that these collaborations will thrive and multiply, fueling innovation and opportunity for the next generation.

Equally important, Union Pacific's deep commitment to philanthropy reflects the company's broader role as a catalyst for community well-being. The merger represents an opportunity not only for operational growth but also for amplifying these transformative impacts across society.

On behalf of the University of Nebraska, I encourage the Surface Transportation Board to support this merger and recognize the lasting value Union Pacific brings through its leadership, vision, and commitment to the public good.

Sincerely,

Jeffrey P. Gold, M.D.
President

cc: Member Schultz
Member Hedlund

UNIVERSITY OF NORTHERN COLORADO

October 31,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community leader in Northern Colorado, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Development team at the University of Northern Colorado, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Ryan Mueksch
Senior Director of Corporate and Foundation Relations

cc: Member Schultz
Member Hedlund

UNIVERSITY OF WYOMING
FOUNDATION

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community volunteer and leader in Laramie, Wyoming, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the many parts of Laramie, WY for which I work and volunteer, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Thank you for your consideration,

Tyler S. Spear

cc: Member Schultz
Member Hedlund

UW Foundation • Marian H. Rochelle Gateway Center • 222 South 22nd Street • Laramie, WY 82070-5204
(307) 766-6300 • fax: (307) 766-4045 • e-mail: foundation@uwyo.edu • www.uwyo.edu/foundation

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader and the CEO and Co-Founder of Urban Initiatives, a non-profit in Chicago that serves 100,000 students annually in 45 unique Chicago neighborhoods, I believe reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Jim Dower

KEVIN KILEY
3RD DISTRICT, CALIFORNIA

HOUSE COMMITTEE ON EDUCATION AND THE WORKFORCE

CHAIRMAN
SUBCOMMITTEE ON EARLY CHILDHOOD, ELEMENTARY, AND SECONDARY EDUCATION

kiley.house.gov

Congress of the United States
House of Representatives
Washington, DC 20515–0503

2445 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515–0503
(202) 225–2523

HOUSE COMMITTEE ON JUDICIARY

HOUSE COMMITTEE ON TRANSPORTATION & INFRASTRUCTURE

11/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As the representative of California's Third Congressional District, I recognize that efficient and reliable rail service is vital to the prosperity of our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger presents a significant opportunity to strengthen these connections and deliver lasting economic and community benefits for my district and the nation.

The City of Roseville, located within my district, serves as one of Union Pacific's most important railroad centers on the West Coast. Union Pacific has long been a cornerstone of Roseville's economic development— driving trade, supporting the growth of the agriculture industry and related businesses, spurring residential expansion, and serving as one of the city's major employers.

This merger promises to enhance rail service by improving speed, reliability, and network efficiency. It will help reduce congestion, expand market access for local businesses, and sustain critical investment in rail infrastructure. These advancements will enhance safety, create quality jobs, and ensure that our region remains competitive in an increasingly interconnected economy.

For these reasons, I respectfully urge the Surface Transportation Board to approve the proposed merger. Doing so will allow us to fully realize the benefits of greater efficiency, innovation, and connectivity— linking our communities regionally, nationally, and globally.

Sincerely,

Kevin Kiley
Member of Congress

cc: Member Schultz
Member Hedlund

Congress of the United States
House of Representatives
Washington, DC 20515

October 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

I am writing today to express my support for the proposed Union Pacific-Norfolk Southern merger. Freight rail plays a vital role in supporting our country's local economies, businesses, and residents. Reliable rail service helps connect rural southern West Virginia to broader markets and provides an efficient transportation option for goods.

The proposed merger has the strong potential to further shape America's rail network by offering more direct routes, expanding geographic reach, and encouraging investment in infrastructure and technology.

West Virginia businesses and businesses across the country that rely on freight shipments would benefit from strengthened service reliability, enhanced supply chain efficiency, and access to new markets.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for rural communities like ours in southern West Virginia and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Carol D. Miller

Carol D. Miller
Member of Congress

UCAIR | UTAH CLEAN AIR PARTNERSHIP

Friday, October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface TransportaDon Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and nonprofit organization in Utah, Utah Clean Air Partnership – UCAIR, cannot speak to the proposed merger. Still, the organization does want to share firsthand experience with Union Pacific Railroad's commitment to UCAIR's mission to educate and empower individuals, businesses, and community leaders to make changes that collectively improve air quality, supporting a stronger economy, better health, and overall quality of life.

Union Pacific has been a strong supporter and partner in UCAIR's work to achieve this mission. They have been the lead donor for UCAIR's leaf blower exchange program, which helps community members make a change that improves our air quality. Through this 3-year program, UCAIR replaced 1500 gas-powered leaf blowers with new, cleaner electric versions, removing over 5 tons of pollutants from the Wasatch Front's airshed. Union Pacific's support – both financially and through volunteerism – ensured the success of this program.

A vibrant, thriving, and growing Union Pacific Railroad will benefit the nonprofit and philanthropic landscape and continue to help build infrastructure and capacity where it is critically needed. On behalf of UCAIR, I respectfully request that the Surface Transportation Board consider the positive impact of Union Pacific on our community.

Sincerely,

Lindsie Smith
Execuv e Director, UCAIR

cc: Member Schultz
Member Hedlund

State of Utah

SPENCER J. COX
Governor

DEIDRE M. HENDERSON
Lieutenant Governor

Department of Natural Resources

JOEL FERRY
Executive Director

November 13, 2025

The Honorable Patrick J. Fuchs,
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Utah Department of Natural Resources, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Joel Ferry
Executive Director

cc: Member Schultz
Member Hedlund

1594 West North Temple, Suite 3710 · PO Box 145610 · Salt Lake City, UT 84114-5610 · Telephone (801) 538-7200 · *www.DNR.Utah.gov*

UTAH FOUNDATION
RESEARCH • ANALYZE • INFORM

P.O. Box 387
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utahfoundation.org

October 23, 2025

Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Re: Support for the Proposed Merger of Union Pacific and Norfolk Southern

Dear Surface Transportation Board,

On behalf of the Utah Foundation, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. As an 80-year-old nonpartisan, public policy research nonprofit, we focus heavily on the economic, workforce, and community impacts of major initiatives. We believe this merger presents significant benefits for the state, region, and nation.

The creation of America's first transcontinental railroad will enhance the efficiency and competitiveness of the U.S. rail network. This is expected to improve safety and reliability while delivering benefits to customers and communities. We are also interested in the fact that rail has a lower carbon footprint than trucking, decreases highway congestion and wear, and provides faster, more reliable service for time-sensitive goods.

For these reasons, the Utah Foundation supports the proposed merger and urges the Surface Transportation Board to approve it. We believe it represents a forward-looking opportunity to advance economic competitiveness, workforce development, and community well-being across.

I appreciate your consideration.

Sincerely,

Shawn Teigen
President
Utah Foundation

UTAH MANUFACTURERS ASSOCIATION

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President & CEO of the Utah Manufacturers Association, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Johnny Ferry

cc: Member Schultz
Member Hedlund

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As the executive director of the Utah Museum of Fine Arts (UMFA) at the University of Utah, a community stakeholder and nonprofit organization located in Salt Lake City, Utah, I am delighted to share information about the partnership between the UMFA and the Union Pacific Railroad.

The UMFA has received funding from Union Pacific for many years. This funding supports essential community outreach programs that broaden the UMFA's reach to underserved communities in Salt Lake City and beyond, helping the UMFA achieve its mission: "*to inspire critical dialogue and illuminate the role of art in our lives.*"

Recent support from Union Pacific was invested in the UMFA's Community Outreach programs, such as *UMFA in the Wild*, an art-making outreach program that demonstrates the intersection of art and nature. The Museum hosts this program during the summer months in many of Utah's glorious state parks. The UMFA's Community Outreach programs bring art education to where people live, work, and play, serving audiences who might not typically visit the Museum to learn about art. In the past year, these outreach programs served 2,714 participants through 35 programs throughout the greater Salt Lake City area.

On behalf of the UMFA, we are grateful for Union Pacific Railroad's investment in the UMFA and its efforts to serve Utah citizens and visitors in our great state. The support from this wonderful organization means a great deal to us. Thank you!

Sincerely,

Gretchen Dietrich
The Marcia and John Price Executive Director

cc: Member Schultz
Member Hedlund

October 23, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Comment on Union Pacific's Community Support, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder and nonprofit organization in Salt Lake City, Utah, Utah Nonprofits Association (UNA) is unable to speak to the proposed merger but does want to share firsthand experience with Union Pacific Railroad's commitment to our mission of strengthening Utah's nonprofit sector and expanding community capacity statewide.

Union Pacific's support of UNA and our work to advance nonprofit capacity, storytelling, and community impact has been especially meaningful. Through programs such as the UNA Nonprofit Credential and the Utah Nonprofit Film Festival, this partnership lifts the capacity of roughly 100 organizations each year—helping nonprofit leaders strengthen operations, share their stories more effectively, and expand their reach across the state.

A vibrant, thriving and growing Union Pacific Railroad will benefit the nonprofit and philanthropic landscape and continue to help build infrastructure and capacity where it is critically needed. On behalf of UNA, I respectfully request the Surface Transportation Board consider the significant positive impact Union Pacific on our community.

Sincerely,

Jill P. Bennett

Jill Bennett
Chief Executive Officer
Utah Nonprofits Association

Cc: Member Schultz
Member Hedlund

UTAH HOUSE OF REPRESENTATIVES

Representative Paul Cutler | House District 18

Oct 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a State Representative in Utah, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail plays a crucial role in our state's economy by efficiently transporting goods for businesses and farmers, connecting us to national and global markets. Union Pacific has been a key partner, and freight rail helps reduce highway congestion and emissions, which is a key priority for Utah as we try to improve air quality
.
The proposed merger presents an opportunity to enhance freight transportation by:

- Improving service reliability through more direct routes and flexible operations;
- Reducing transit times by eliminating certain interchanges;
- Increasing investment in modern infrastructure, technology, and safety;
- Expanding our market reach and strengthening supply chain resilience.

This merger should contribute to the future strength and competitiveness of our transportation system. I respectfully urge the Surface Transportation Board to fully consider and support this proposal for the benefit of our state and the national economy.

Respectfully,

Paul Cutler
State Representative District 18

cc: Member Schultz
Member Hedlund

801-923-4618
350 N State St. Suite 350
Salt Lake City, Utah 84114
pcutler@le.utah.gov

Utah House of Representatives

Rep. David Shallenberger | House District 58

Subject: Support for Union Pacific–Norfolk Southern Merger (Docket No. FD 36873)

Dear Chairman Fuchs,

As a member of the Utah House of Representatives, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is essential to Utah's economic vitality—moving the goods that power our industries, sustain our agricultural communities, and connect our state to national and global markets. Union Pacific has long been a critical transportation partner for Utah, consistently providing efficient, reliable, and cost-effective service. Rail also plays an important role in advancing our environmental and transportation goals by reducing highway congestion, improving air quality, and offering one of the most sustainable freight options available.

The proposed merger presents an important opportunity to strengthen this system and deliver meaningful benefits to shippers, consumers, and communities across the West. These benefits include:

- More Reliable Service
- Faster Transit Times
- Greater Long-Term Investment
- Expanded Market Reach

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Kind regards,

REPRESENTATIVE DAVID SHALLENBERGER
HOUSE DISTRICT 58

801-214-5989

350 N. State Street, Ste 350, Salt Lake City, UT, 84114

dshallenberger@le.utah.gov

SENATOR
DERRIN R. OWENS
TWENTY-SEVENTH DISTRICT

PO BOX 127
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dowens@le.utah.gov

UTAH STATE SENATE
350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
801-538-1035 • senate.utah.gov

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a state senator in Utah, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a major contributor of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Derrin R. Owens

SENATOR
EVAN J. VICKERS
TWENTY-EIGHTH DISTRICT

UTAH STATE SENATE
350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
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(W) 435-586-9651
(C) 435-817-5565
(F) 435-586-3473
evickers@le.utah.gov

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Utah State Senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Evan Vickers
Utah State Senate
Senate District 28

cc: Member Schultz
Member Hedlund

SENATOR
MIKE McKELL

TWENTY-FIFTH DISTRICT

UTAH STATE SENATE

350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
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642 KIRBY LANE, SUITE 105
SPANISH FORK, UT 84660
(M) 801-210-1495
(W) 801-798-9000
mmckell@le.utah.gov

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Majority Assistant Whip of the Utah State Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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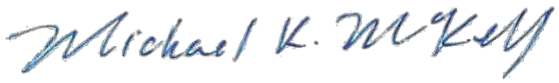
This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Senator Mike McKell
Majority Assistant Whip
Utah Senate

SENATOR
KIRK A CULLIMORE

NINETEENTH DISTRICT

PO BOX 900986
SANDY, UT 84090-0521
385-867-9474
kcullimore@le.utah.gov

UTAH STATE SENATE

350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
801-538-1035 • senate.utah.gov

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW, Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Senate Majority Leader of the State of Utah, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kirk Cullimore
cc: Member Schultz
Member Hedlund

SENATOR
CHRIS H. WILSON
SECOND DISTRICT

UTAH STATE SENATE
350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
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cwilson@le.utah.gov

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Utah state senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Chris Wilson
Senate Majority Whip
Utah Senate District 2

cc: Member Schultz
Member Hedlund

SENATOR
WAYNE HARPER
SIXTEENTH DISTRICT

2094 SURREY CIRCLE
TAYLORSVILLE, UT 84129
(H) 801-566-5466
wharper@le.utah.gov

UTAH STATE SENATE

350 NORTH STATE STREET • SUITE 320 • SALT LAKE CITY, UTAH 84114
801-538-1035 • senate.utah.gov

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I appreciate your consideration of the merger request. I support the proposed merger between Union Pacific and Norfolk Southern.

Safely moving goods empowers our industries, supports our farmers and connects our communities to markets across the nation and the world is important to Utah. Union Pacific has long been an essential transportation partner for our state, providing freight service to large and small businesses. The American freight rail network is not only critical to our economic growth but also helps to reduce highway congestion and emissions.

The proposed merger offers the opportunity to strengthen transportation networks and facilitate the movement of goods needed in our economies. I expect the merger to improve service, increase reliability, reduce transit and transfer times, and improve interstate commerce.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Wayne Harper

Senator Wayne Harper

Utah Senate President Pro Tem

cc: Member Schultz
Member Hedlund

COUNTY MANAGER



SHAYNE SCOTT

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Manager of Summit County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy

Sincerely,

Shayne Scott
County Manager

c: Member Schultz
Member Hedlund

60 North Main • P.O. Box 128 • Coalville, UT 84017
Office (435) 336-3110 • Mobile (435) 477-2873 • sscott@summitcountyutah.gov

WEBER COUNTY

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number FD 36873

Dear Chairman Fuchs:
On behalf of Weber County, I am writing to express strong support for the proposed merger between Union Pacific and Norfolk Southern.
Freight rail is vital to our region's economy. It provides safe, reliable, and cost-effective service that supports local industries, farmers, and businesses of all sizes while connecting our community to national and global markets. Union Pacific has been a critical partner for Weber County, and freight rail continues to play a central role in driving sustainable economic growth by reducing highway congestion and emissions.

The proposed merger presents a significant opportunity to enhance this network and deliver meaningful benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability** – More direct routes and operational flexibility will help reduce service disruptions and improve scheduling.
- **Reduced Transit Times** – Eliminating certain interchanges will accelerate delivery of goods, helping our businesses remain competitive.
- **Increased Investment** – A stronger transcontinental railroad will be better positioned to invest in modern infrastructure, technology, and safety systems.
- **Expanded Reach** – A broader geographic footprint will open new markets for Utah products and reinforce supply chain resilience.

This merger is not only about strengthening railroads—it is about securing the future of our transportation system, supporting regional and national economic development, and ensuring that American freight rail remains competitive in the global marketplace.

For these reasons, Weber County respectfully urges the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,

Sharon Bolos

Sharon Bolos, Weber County Commission Chair

cc: Member Schultz
Member Hedlund

County Commission

Weber Center
2380 Washington Blvd.
Suite 360
Ogden, UT 84401

(801) 399-8406

James H. "Jim" Harvey
Commissioner
jharvey@WeberCountyUtah.gov

Gage Froerer
Commissioner
gfroerer@WeberCountyUtah.gov

Sharon A. Bolos
Commissioner
sbolos@WeberCountyUtah.gov

WeberCountyUtah.gov

WILLIAM R. MITCHELL
Uvalde County Judge
Uvalde County Courthouse
Uvalde, Texas 78801

October 28th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 East Street SW
Washington, DC 20423

SUBJECT: Support of Union Pacific and Norfolk Southern Merger
Docket Number: FD 36873

Dear Chairman Fuchs;

As the County Judge of Uvalde County, Texas, please accept my support for the proposed merger between Union Pacific and Norfolk Southern. Uvalde County sits at the intersection of two of the longest highways in America and we also sit along the Union Pacific line as it operates from the east coast to the west coast. It has historically been important for this community to have a healthy rail network in Uvalde County and throughout America.

Freight rails is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across this great nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses, large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

*Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
*Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
*Increased Investments: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
*Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads—it is about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and to the nation's economy.

Sincerely,

WILLIAM R. MITCHELL
UVALDE COUNTY JUDGE
Uvalde County Courthouse
Uvalde, Texas 78801

County of Val Verde

Lewis G. Owens Jr.
County Judge

400 Pecan Street
Del Rio, TX 78840
Email: lowens@valverdecounty.texas.gov

Phone (830) 774-7501
Fax (830) 775-9406

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Val Verde County Judge of the Val Verde Commissioner Court, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

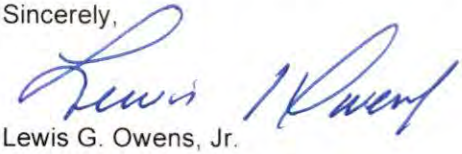
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Lewis G. Owens, Jr.

Val Verde County Judge

400 Pecan Street

Del Rio, Texas 78840

Danny Garcia
Commissioner, Pct. 1

COUNTY OF VICTORIA

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Commissioner of the state of Texas Victoria County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Danny Garcia

cc: Member Schultz
Member Hedlund

County Courthouse • 101 N. Bridge, Room 102 • Victoria, TX 77901 • (361) 575-4558 • FAX (361) 573-7583

BEN ZELLER
VICTORIA COUNTY JUDGE

November 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Victoria County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Ben Zeller
Victoria County Judge

cc: Member Schultz
Member Hedlund

101 N. BRIDGE STREET, SUITE 102 | VICTORIA, TEXAS 77901
EMAIL: BZELLER@VCTX.ORG | OFFICE: (361) 582-5871 | ALT: (361) 575-4558 | FAX: (361)573-7585

Village of Albers

206 West Dwight Street-PO Box 132
Albers, IL 62215-0132

Phone (618) 248-5154 *www.albersil.org* *Fax (618) 248-5490*

"Providing security and services to improve the quality of life for our residents."

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Village of Albers, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

Rail has been and continues to be the most utilized form of product distribution available throughout the entire country. Waterway or barge sources are limited to mostly North and South abilities; truck services have their place within the industry; however, this manner is limited to available space in each truck and with each truck adds additional staff to operate the vehicle. The railroad will continue to excel in the future as the most dependable, safest, and timely method of moving cargo throughout the United States.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of the residents of the Village of Albers, I respectfully advocate the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments, and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Stephen H. Schomaker

Stephen H. Schomaker
President, Village of Albers

cc: Member Schultz
Member Hedlund

Stephen Schomaker - Village President
Trustees - Scott Athmer, Cliff Behrmann, Sean Kennedy, Kevin Kenow, Mike McDermid and Jeff Timmermann
Brenda Morris - Village Clerk *Blake Deimeke – Streets & Lighting Superintendent*
Cindy Hubert - Village Treasurer *Chris Horstmann - Water & Sewer Superintendent*
Jeannie Brendel - Zoning Administrator *Brian Vielweber - Police Chief*

- We Care, We Recycle

VILLAGE OF
FOREST PARK
BIG CITY ACCESS
SMALL TOWN CHARM

Rory E. Hoskins
MAYOR

517 DESPLAINES AVENUE
FOREST PARK, IL 60130
PH: 708-366-2323
FAX: 708-488-0361
www.forestpark.net

Maria Maxham
COMMISSIONER
ACCOUNTS & FINANCE

Ryan Nero
COMMISSIONER
PUBLIC HEALTH & SAFETY

Michelle Melin-Rogovin
COMMISSIONER
STREETS & PUBLIC IMPROVEMENTS

Jessica L. Voogd
COMMISSIONER
PUBLIC PROPERTY

Rachell Entler
VILLAGE ADMINISTRATOR

Vanessa Belmonte
VILLAGE CLERK

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As mayor of the Village of Forest Park, Illinois, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Rory Hoskins

Mayor, Village of Forest Park
cc: Member Schultz
Member Hedlund

VILLAGE OF LOCKLAND

101 North Cooper Avenue
Lockland, Ohio 45215
(513) 761-1124

Mayor
Mark Mason Sr.

Village Administrator
Douglas W. Wehmeyer

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Village of Lockland, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Mark Mason Sr.
Mayor

cc: Member Schultz
Member Hedlund

THE VILLAGE OF
SWANTON

219 Chestnut Street
Swanton, Ohio 43558
T: 419.826.9515
F: 419.825.1827
www.villageofswantonohio.us

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Swanton, Ohio reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Village of Swanton, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Shannon Shulters

Shannon Shulters
Village of Swanton Administrator

cc: Member Schultz
Member Hedlund

MAYOR
Neil Toeppe

COUNCIL MEMBERS
Samantha Disbrow
Derek Kania
Noah Kreuz
Patrick L. Messenger
John Schmidt
Dianne Westhoven

ADMINISTRATOR
Shannon Shulters

FISCAL OFFICER
Holden Benfield

THE VILLAGE OF
SWANTON

219 Chestnut Street
Swanton, Ohio 43558
T: 419.826.9515
F: 419.825.1827
www.villageofswantonohio.us

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Swanton, Ohio reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Village of Swanton, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Neil Toeppe
Mayor, Village of Swanton

cc: Member Schultz
Member Hedlund

MAYOR
Neil Toeppe

COUNCIL MEMBERS
Samantha Disbrow
Derek Kania
Noah Kreuz
Patrick L. Messenger
John Schmidt
Dianne Westhoven

ADMINISTRATOR
Shannon Shulters

FISCAL OFFICER
Holden Benfield

The Honorable David E. Yancey
Post Office Box 1004
Newport News, Virginia 23601

October 31, 2025

The Honorable Patrick J. Fuchs,
Chairman
Surface Transportation Board
395 E Street S.W.
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former member of the Virginia House of Delegates in the Commonwealth of Virginia, and former Chair of the House Transportation Committee, this letter is to express my strong support for the proposed merger between Union Pacific and Norfolk Southern Railroad.

As you know, freight rail is a cornerstone of Virginia and the United States economy by safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the country and the world.

Norfolk Southern has long been an essential transportation partner for Virginia by providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is critical to our economic growth as it is also one of the most sustainable modes of transportation available, reducing both highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities through:

Improved service reliability with more direct routes, greater operational flexibility, improved schedule dependability, and prevention of service disruptions;

Reduced transit times that will eliminate certain interchanges to efficiently and quickly move goods, which help businesses reach customers faster and more competitively;

Increased investment in advanced infrastructure and technology that will enhance safety systems; and

Expanded reach that broaden the geographic footprint to open new markets for Virginia products and strengthen our Nation's supply chain resilience.

I believe it is also worth noting improved scheduling and track upgrades should lead to better passenger and commuter rail efficiency.

In addition, a more efficient and timely rail network can assist in reducing costs to the consumer, and therefore assist with cost of living concerns, with increased network velocity and a decrease in delivery wait times. Better fluidity means greater predictability of service, especially to the short line railroads, where they are often the first and last access for customers and consumers.

This merger is also an opportunity to secure the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal recognizing the benefits it will bring to Virginia's and the United States economy.

Sincerely,

The Hon. David E. Yancey

CC:

Member Schultz

Member Hedlund

WHITTINGTON W. CLEMENT
Riverfront Plaza
951 East Byrd Street
Richmond, Virginia 23219

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Proposed Merger-- Union Pacific and Norfolk Southern

Dear Chairman Fuchs:

I write in support of the proposed merger between Union Pacific and Norfolk Southern. I do so as a former Secretary of Transportation in Virginia and, prior to that tenure, as one who served for 14 years on the transportation committee of the Virginia House of Delegates.

My motivation is a recognition of the importance of logistics. A seamless railroad network from coast to coast has many inherent advantages. A combination of these two great railroad companies will allow freight to move more efficiently and more economically, a benefit to American consumers. Such a network would also facilitate our export of products abroad from ports such as those in the Hampton Roads region of the Commonwealth. Depending more on rail that is reliable and seamless will also lessen the amount of freight transported on 18-wheelers on our interstates and other roads, thus reducing gas consumption (and carbon emissions) and congestion and improving safety for motorists.

Norfolk Southern has long been an essential transportation partner in Virginia; the service it provides to importers, exporters, businesses and consumers through America will clearly be enhanced by the merger.

I hope very much that the Surface Transportation Board will recognize the benefits to the proposal before you and approve the merger.

Thank you,

Sincerely,



Whittington W. Clement

cc: Member Schultz
Member Hedlund

COMMONWEALTH OF VIRGINIA
HOUSE OF DELEGATES
RICHMOND

ROBERT S. BLOXOM, JR.
POST OFFICE BOX 27
MAPPSVILLE, VIRGINIA 23407

ONE HUNDREDTH DISTRICT

COMMITTEE ASSIGNMENTS:
PRIVILEGES AND ELECTIONS
GENERAL LAWS
APPROPRIATIONS
AGRICULTURE, CHESAPEAKE AND
NATURAL RESOURCES

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Delegate of the State of Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

cc: Member Schultz
Member Hedlund

DISTRICT: (757) 824-3456 • RICHMOND: (804) 698-1000 • E-MAIL: DELRBLOXOM@HOUSE.VIRGINIA.GOV

COMMONWEALTH OF VIRGINIA
HOUSE OF DELEGATES
RICHMOND

JAMES A. "JAY" LEFTWICH, JR.
308 CEDAR LAKES DRIVE, 2ND FLOOR
CHESAPEAKE, VIRGINIA 23322

NINETIETH DISTRICT

COMMITTEE ASSIGNMENTS:
PRIVILEGES AND ELECTIONS
COURTS OF JUSTICE
GENERAL LAWS

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Delegate of the State of Virginia I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

James A. "Jay" Leftwich, Jr.
Member, VA House of Delegates

cc: Member Schultz
Member Hedlund

DISTRICT: (757) 382-4145 • RICHMOND: (804) 698-1090 • E-MAIL: DELJLEFTWICH@HOUSE.VIRGINIA.GOV

COMMONWEALTH OF VIRGINIA

HOUSE OF DELEGATES
RICHMOND

JASON S. BALLARD

P.O. BOX 341
PEARISBURG, VIRGINIA 24134

FORTY-SECOND DISTRICT

COMMITTEE ASSIGNMENTS:
COURTS OF JUSTICE
TRANSPORTATION
LABOR AND COMMERCE

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a General Assembly Member in the Commonwealth of Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jason S. Ballard
Member, Virginia House of Delegates

cc: Member Schultz
Member Hedlund

COMMONWEALTH OF VIRGINIA

HOUSE OF DELEGATES
RICHMOND

JAMES W. (WILL) MOREFIELD
POST OFFICE BOX 828
NORTH TAZEWELL, VIRGINIA 24630

FORTY-THIRD DISTRICT

COMMITTEE ASSIGNMENTS:
GENERAL LAWS
APPROPRIATIONS
COUNTIES, CITIES AND TOWNS

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the House of Delegates in the Commonwealth of Virginia, representing southwest Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Delegate Will Morefield

cc: Member Schultz
Member Hedlund

DISTRICT: (276) 345-4300 • RICHMOND: (804) 698-1043 • EMAIL: DELJMOREFIELD@HOUSE.VIRGINIA.GOV

COMMONWEALTH OF VIRGINIA

HOUSE OF DELEGATES
RICHMOND

JED ARNOLD
239 PARK BOULEVARD
MARION, VIRGINIA 24354

FORTY SIXTH DISTRICT

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jed Arnold
House of Delegates
46th District

COMMONWEALTH OF VIRGINIA
HOUSE OF DELEGATES
RICHMOND

AMANDA E. BATTEN
MINORITY CAUCUS CHAIR

POST OFFICE BOX 194
NORGE, VIRGINIA 23127

SEVENTY-FIRST DISTRICT

COMMITTEE ASSIGNMENTS
COURTS OF JUSTICE
EDUCATION
PUBLIC SAFETY

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Delegate of the State of Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Amanda E. Batten

cc: Member Schultz
Member Hedlund

DISTRICT (757) 741-7001 • RICHMOND (804) 698-1071 • E-MAIL: DELABATTEN@HOUSE.VIRGINIA.GOV

COMMONWEALTH OF VIRGINIA

HOUSE OF DELEGATES
RICHMOND

BARRY D. KNIGHT
1852 MILL LANDING ROAD
VIRGINIA BEACH, VIRGINIA 23457

NINETY EIGHTH DISTRICT

COMMITTEE ASSIGNMENTS:
GENERAL LAWS
COUNTIES CITIES AND TOWNS
TRANSPORTATION

October 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the House of Delegates of the Commonwealth of Virginia, representing Virginia Beach in Hampton Roads, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the Commonwealth's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner in Virginia, providing efficient, reliable, and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

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This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.
I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Barry D. Knight
Virginia General Assembly
House of Delegates – 98th District

cc: Member Schultz
Member Hedlund

DISTRICT: (757) 426-6387 • RICHMOND: (804) 698-1081 • EMAIL: DELBKNIGHT@HOUSE.VIRGINIA.GOV

COMMONWEALTH OF VIRGINIA

HOUSE OF DELEGATES
RICHMOND

ANNE FERRELL TATA
POST OFFICE BOX 1442
VIRGINIA BEACH, VIRGINIA 23451
NINETY-NINTH DISTRICT

COMMITTEE ASSIGNMENTS:
EDUCATION
APPROPRIATIONS
COUNTIES, CITIES AND TOWNS

October 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Delegate of the Commonwealth of Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Anne Ferrell Tata

cc: Member Schultz
Member Hedlund

DISTRICT: (757) 213-5193 • RICHMOND: (804) 698-1099 • EMAIL: DELAFTATA@HOUSE.VIRGINIA.GOV

SENATE OF VIRGINIA

GLEN H. STURTEVANT, JR.
12TH SENATORIAL DISTRICT
ALL OF THE CITY OF COLONIAL HEIGHTS; AND
PART OF CHESTERFIELD COUNTY

P.O. Box 2535
MIDLOTHIAN, VIRGINIA 23113

COMMITTEE ASSIGNMENTS:
LOCAL GOVERNMENT
PRIVILEGES AND ELECTIONS
TRANSPORTATION

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Virginia Senate, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Virginia's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner to the Commonwealth, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth—it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully request that the Surface Transportation Board give full and favorable consideration to this proposal, recognizing the benefits it will bring to the Commonwealth and America's economy.

Sincerely,



Glen Sturtevant
Virginia Senator

cc: Member Schultz
Member Hedlund

SENATE OF VIRGINIA

CHRISTIE N. CRAIG
19TH SENATORIAL DISTRICT
PART OF THE CITIES OF CHESAPEAKE
AND VIRGINIA BEACH

P.O. BOX 16926
CHESAPEAKE, VIRGINIA 23328
PHONE: (804) 698-7519



COMMITTEE ASSIGNMENTS:
EDUCATION AND HEALTH
GENERAL LAWS AND TECHNOLOGY
REHABILITATION AND SOCIAL SERVICES

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Senator in the State of Virginia, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:
Improved Service Reliability:

- More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Christie Craig

Senator Christie New Craig

cc: Member Schultz
Member Hedlund

SENATE OF VIRGINIA

DAVID W. MARSDEN
35th Senatorial District
Part of Fairfax County

P.O. Box 10889
Burke, VA 22009

Committee Assignments:
Agriculture, Conservation and Natural Resources, Chair
Commerce and Labor
Finance and Appropriations
Transportation
Rules

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a member of the Senate of Virginia from Fairfax County, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Norfolk Southern has long been an essential transportation partner for the Commonwealth, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

It is my hope that this merger would improve efficiency, allow reduction in overall costs, and lower rates paid by commercial rail customers.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. It's also about working to find the most cost-effective way for businesses across the country to get their goods to market.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to the Commonwealth of Virginia and the national economy.

Sincerely,

Senator Dave Marsden

cc: Member Schultz
Member Hedlund

Todd P. Haymore
Riverfront Plaza
951 East Byrd Street
Richmond, Virginia 23219

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: **Proposed Merger – Union Pacific and Norfolk Southern**

Dear Chairman Fuchs:

I write in strong support of the proposed merger between Union Pacific and Norfolk Southern and I respectfully request that the Surface Transportation Board approve the merger when it is before the Board.

As a former Virginia Secretary of Commerce & Trade (2016-2018), Virginia Secretary of Agriculture & Forestry (2010-2016), Commissioner of the Virginia Department of Agriculture & Consumer Services (2007-2010) and an executive with Richmond, Virginia-based Universal Leaf Tobacco Company (1999-2007), the world's largest leaf tobacco dealer, I have gathered firsthand and deep knowledge of the critical role that railroads play in the economic vitality of the Commonwealth of Virginia. Indeed, Virginia's freight rail commerce is a cornerstone of our economy and a key component of why CNBC regularly names Virginia its top state for business.

With that background serving as a knowledge foundation and based on my understanding of the proposed merger, I believe the merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively

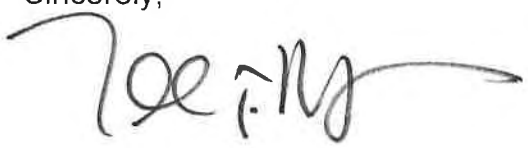
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience
- **Enhanced Public Safety/Environment:** Increased rail network opportunities reduce the number of tractor trailers on the nation's highways and related carbon dioxide emissions produced by those vehicles

To conclude, I believe this merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, improving public safety, enhancing the environment, and ensuring American freight rail remains globally competitive.

It is for these reasons and many more that I respectfully request that the Surface Transportation Board recognize the significant economic benefits it will bring to Virginia and our national economy and approve the proposed Union Pacific and Norfolk Southern merger. Thank you in advance for your review and consideration of this letter.

With kind regards, I remain

Sincerely,



Todd P. Haymore

Cc: The Honorable Michelle A. Schultz
The Honorable Karen J. Hedlund

(INSERT LOGO HERE)

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Wagoner Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Christin Warrior

cc: Member Schultz
Member Hedlund

WALLER COUNTY
Carbett "Trey" J. Duhon III
County Judge

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Waller County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Carbett "Trey" J. Duhon III
County Judge
Waller County, Texas

cc: Member Schultz
Member Hedlund

Date: November 3, 2025

To:
Surface Transportation Board
Washington, D.C.

Subject: Letter of Support for the Union Pacific–Norfolk Southern Merger

Dear Members of the Surface Transportation Board,

On behalf of the Waller Economic Development Corporation (WEDC), I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. This historic combination will create America's first transcontinental railroad, seamlessly connecting over 50,000 route miles across 43 states.

The City of Waller and the broader region stand to benefit significantly from the enhanced connectivity, supply chain efficiency, and economic development opportunities this merger will bring. The unified network will improve freight movement, reduce bottlenecks, and strengthen the competitiveness of the national rail system—directly supporting our industrial base and workforce development efforts.

Union Pacific has been a valued partner in our community, and we believe this merger will further amplify their positive impact. We appreciate the thoughtful approach being taken to ensure regulatory compliance and stakeholder engagement throughout the process.

We respectfully request that the Surface Transportation Board give favorable consideration to this merger. The WEDC also grants permission for this letter to be included on Union Pacific's merger website.

Thank you for your attention to this matter and for your continued commitment to advancing America's transportation infrastructure.

Sincerely,

Lynn Spencer

Lynn Spencer
Economic Development Director
Waller Economic Development Corporation



Surface Transportation Board
ATTN: Docket Services
395 E Street, SW
Washington, DC 20423

To Whom It May Concern,

On behalf of **Warrensburg Main Street, Inc.,** I am pleased to offer this letter of support for the proposed merger between Union Pacific and Norfolk Southern. As a recent recipient of Union Pacific's Community Ties grant, our organization has seen firsthand UP's strong commitment to strengthening local communities, supporting economic opportunity, and investing in initiatives that enhance quality of life.

Warrensburg Main Street works to preserve, promote, and enhance Downtown Warrensburg through community-driven economic development, small business support, and thoughtful revitalization efforts. Our mission is rooted in building a vibrant, resilient downtown that serves as the cultural and economic heart of our community.

We believe the combination of Union Pacific and Norfolk Southern to create America's first transcontinental railroad will provide meaningful benefits across the national rail network, including improved supply chain efficiency, increased competitiveness, and new opportunities for economic growth. A stronger and more connected rail system directly supports communities like ours by facilitating business development, improving freight reliability, and expanding long-term workforce opportunities.

Union Pacific has been a valued partner in Warrensburg, and we are confident that this merger will further strengthen their ability to invest in and serve communities across the country. We respectfully request approval of the proposed merger and offer our support for this next step in modernizing the U.S. rail network.

Thank you for considering our perspective and for your work in this important review process.

Sincerely,

Jamie DeBacker
Executive Director of Warrensburg Main Street

WASHINGTON AREA CHAMBER OF COMMERCE
323 W MAIN STREET • WASHINGTON, MO 63090
(636) 239-2715 • INFO@WASHMO.ORG

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President/CEO of the Washington Area Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jennifer Giesike, CFE
President/CEO

cc: Member Schultz
Member Hedlund

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Washington MO Redevelopment Corporation, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

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This merger is about more than just railroads, it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Pete Tobben

cc: Member Schultz
Member Hedlund

Washington State Senate

Olympia Address:
PO Box 40414
Olympia, WA 98504-0414
E-mail: curtis.king@leg.wa.gov

Senator Curtis King
14th Legislative District

Telephone:
(360) 786-7626
Toll-Free: 1-800-562-6000

September 29, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As ranking minority member of the Washington State Senate Transportation Committee, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Washington state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
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- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Senator Curtis King, 14th Legislative District

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger
Docket Number: FD 36873

Dear Chairman Fuchs:

As President and Chief Executive Officer of Watson Land Company, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Watson Land Company is an owner and developer of master planned business and industrial centers in California and the East Coast. Watson is also a proud stakeholder in the logistics industry, which provides essential services to our region and nation. The company strives to be a good corporate citizen by attracting quality companies that bring jobs and other economic benefits to the communities where Watson has real estate holdings.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

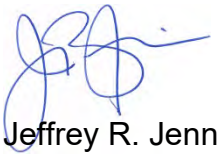
- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Jeffrey R. Jennison
President and Chief Executive Officer
Watson Land Company

cc: Member Schultz
Member Hedlund

WC JOHNSON
INVESTMENT | DEVELOPMENT | MANAGEMENT

4FRNT®

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Endorsement of the Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a Colorado entrepreneur, developer, and investor, I've seen how critical reliable transportation is to keeping our economy moving. Freight rail is the quiet backbone of so many industries—it moves the goods that power our businesses, sustain our farms, and connect our communities to markets across the country and the world.

Union Pacific has long been a dependable partner here in Colorado, providing efficient and affordable service to companies of all sizes. I believe this proposed merger with Norfolk Southern is a smart and necessary step to make our rail network stronger, more efficient, and better prepared for the future.

This merger isn't just about combining two railroads—it's about building a modern, coast-to-coast system that supports growth, innovation, and sustainability. A more connected rail network means fewer delays, shorter transit times, and new opportunities for investment in technology and infrastructure.

I'm also encouraged by what this merger could mean for **American manufacturing**. More companies are choosing to bring production back home, but onshoring only works if we have the logistics backbone to support it. A unified and reliable freight rail system will help reduce costs, improve supply chain stability, and make U.S.-made products more competitive worldwide. That's good for workers, for small businesses, and for the communities that depend on them.

To me, this merger represents progress—an investment in the future of American industry and a way to keep our economy strong and connected. I urge the Surface Transportation Board to give it full and favorable consideration, recognizing the real, long-term benefits it will bring to Colorado and to our country.

Most Sincerely,

Charlie Johnson
Owner
WC Johnson, LLC and 4FRNT Ski Company, LLC
Email: cjohnson@wcjre.com

cc: Member Shultz
cc: Member Hedlund

Tano E. Tijerina
Webb County Judge

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As County Judge of Webb County, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Webb County is home to Port Laredo, the No. 1 U.S. port among more than 450 airports, seaports, and border crossings with $339 billion in total trade with the world in 2024, according to U.S. Census Bureau data analyzed by WorldCity. Approximately 241,727 rail cars crossed through the Port of Laredo from Mexico last year and it is vital that we strengthen the country's rail network to streamline the movement of goods across the country.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

1000 Houston Street, 3rd Floor • Laredo, Texas 78040
Tel.: (956) 523-4600 • Fax: (956) 523-5065 • Email: webbcountyjudge@webbcountytx.gov

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Tano E. Tijerina
Webb County Judge

cc: Member Schultz
Member Hedlund

Patrick Murphy
President

Holly Smith
Vice President

Gerry Welch
Treasurer

Peter Love
Secretary

John Ahearn

Lynn Bozzay

Marilynne Bradley

John Castagno

Kathie Cahoon

Brent Gleckler

Kathy Hart

Connie Heavey

Mike Heavey

Jeane Jae

Jahna Kahrhoff

Ginger Krueger

Karen Morrison

Pam Niehaus

Margo Parks

Dave Sanders

Vicki Sanford

Kedra Tolson

Jenny Donaldson
Executive Director

Heather Sparkman
Communications &
Marketing Director

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a board member of Webster Arts, the arts hub in the area, and the former mayor of Webster Groves, a municipality that hosts Union Pacific 'runs' through the center of town, my association with Union Pacific is extensive and has always been positive.

The opportunity to strengthen rail connections and provide stronger, faster, and more reliable rail service is crucial for the decades ahead. Improved rail is the long-term solution to delivery of goods in a more efficient and climate friendly environment. My experience with UP suggests that UP's record of service, communications, and connecting with communities through which it operates makes UP a good partner in this merger.

This letter supports the merger of Union Pacific and Norfolk Southern. There are long-term opportunities and efficiencies that will benefit businesses, communities, and regional, national, and global economies.

Sincerely,

Gerry Welch
Board Member, Webster Arts
Former Webster Groves Mayor

OFFICE OF THE BOARD OF COMMISSIONERS
(970) 400-4200
1150 O St., P.O. Box 758
Greeley, CO 80632

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423

Re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Weld County Board of Commissioners, I am writing to express our support in the proposed merger between Union Pacific Railroad and Norfolk Southern Railroad. Weld County is home to a robust freight transportation network that serves as a vital link in the movement of goods throughout the region and the nation. As a growing hub for agriculture, energy production, and manufacturing, we understand the importance of a reliable, efficient, and safe freight rail system to support continued economic growth.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- Expanded Reach: The broader geographic footprint will open new markets for our county's products and strengthen supply chain resilience.

For these reasons, the Weld County Board of Commissioners respectfully supports the Union Pacific–Norfolk Southern merger and encourages the Surface Transportation Board to approve the proposed merger. We look forward to continuing our work with Union Pacific Railroad to ensure that the benefits of its ongoing investments and operations are realized for Weld County and the surrounding region.

Sincerely,

Perry L. Buck
Chair, Weld County Board of Commissioners

Amy Corron
President and CEO

Perry Padden
Board Chair

Luke Gilman
Board Vice Chair

Myrna Saavedra Flores
Board Secretary

Jay Stone
Board Treasurer

Board Members
Martha Araujo-Barrera
Misha Burkett
Emily Bolian
Matthew Cavenaugh
Demetress Coleman
David De Sousa Jr.
Sara L. Donatto
Ken Estrella
Bill Johnson
Laura McGonagill
Ashley McPhail
Rachel Meyer
Dr. Jonathan Schwartz
Caroline Sievers
Maru Williams
Christy Wussow

Designated Members
Rev. Dr. Vincent Harris
Rev. Dr. Deborah Vaughan

Advisory Members
Janet Allen
Mary Balagia
Brant Croucher
Lee Chenault
Kim Denney
Thomas Forestier
Pat Hammond
Charles Monaghan
Linda O'Black
Cheryl O'Brien
Ron Restrepo
Charlie Rhoads
Stephen Tipps
Thomas Wussow

Executive Director Emeritus
Ruth G. Palmer

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the Northside community of Houston, Texas, I know that reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Wesley Community Center, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Amy Corron
President & CEO

cc: Member Schultz
Member Hedlund

1410 Lee Street - Houston, TX 77009-8228 - 713.223.8131 (tel) - 713.225.3449 (fax)
www.wesleyhousehouston.org
A National Mission Institution of the United Methodist Church

WEST TEXAS
COUNSELING & GUIDANCE

36 E. TWOHIG, SUITE 600, CACTUS HOTEL · SAN ANGELO, TEXAS · 76903

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As CEO of West Texas Counseling & Guidance (WTCG), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. WTCG provides quality, evidence-based counseling services to anyone, regardless of ability to pay. WTCG is a proud recipient of a grant from Union Pacific's Community Ties giving program; together we are changing lives in Del Rio, TX.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Dusty McCoy, CEO

cc: Member Schultz
Member Hedlund

(325) 944-2561 · Fax: (325)-653-4218
www.WTCG.us

Eric Nelson, Jr.
P.O. Box 186
Charleston, WV 25321

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a former West Virginia State Senator and member of the House of Delegates, located in the Capital City of Charleston, West Virginia, I am writing to express how essential reliable rail service is for West Virginia's economy, businesses, and residents. I truly believe the proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen service for our state and deliver substantial long-term benefits.

As I understand the structure of the deal, this merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. West Virginia is dependent on steady, quality, and safe rail service to move commerce in our state, especially our abundant natural resources that are so critical to power our nation. This merger means continued investment in rail infrastructure and enhanced safety; both will help maintain and create jobs that will ensure our state remains competitive in a growing economy.

Thank you for taking the time to receive this correspondence and I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiency, investments, and opportunities it will bring.

Sincerely,

Eric Nelson, Jr.
Former WV State Senator and Member of the House of Delegates

cc: Member Schultz
Member Hedlund

Craig P. Blair
Former Lieutenant Governor and Senate President State of West Virginia

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific–Norfolk Southern Transaction

Dear Chairman Fuchs:

As a former Lieutenant Governor and Senate President of West Virginia, I have spent my public life focused on jobs, safe communities, and the infrastructure that keeps our economy moving. Reliable rail service is integral to West Virginia's energy, manufacturing, and agricultural supply chains, and it is essential for getting our products to national and global markets.

I support Union Pacific's proposed acquisition of Norfolk Southern because a coast-to-coast, single-line railroad can deliver better service for shippers, fewer handoffs, and faster, more dependable transit times. The combined network would span roughly 50,000 route miles across 43 states and connect about 100 ports, strengthening domestic supply chains that West Virginia businesses depend on.

This transaction is now before the Board following the railroads' notice of intent and the Board's opening of a proceeding and

proposed schedule. I appreciate the Board's careful review and its long-standing role in ensuring competitive, safe, and efficient rail service in the public interest.

For West Virginia specifically, improved single-line service east–west can reduce interchange delays that often drive up costs and erode reliability for our energy producers, manufacturers, and agricultural exporters. The applicants have described public-interest benefits from eliminating unnecessary interchanges and creating direct market access that should help our shippers reach Gulf, Atlantic, and Pacific gateways more efficiently.

Safety and workforce stability also matter to our communities. I am encouraged by the public commitments made with labor representatives that there will be no merger-related involuntary furloughs for SMART-TD train and yardmaster crafts, and by the emphasis on safety training for first responders. These assurances, alongside the Board's authority to impose conditions, give confidence that service and safety can improve while protecting good-paying, union jobs.

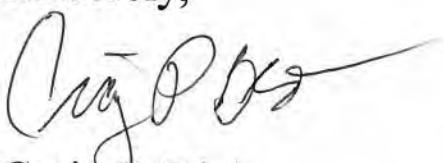
I recognize that any Class I merger warrants rigorous scrutiny. If the Board sees areas where competition could be strengthened, I support reasonable, targeted conditions that preserve routing options for shippers in Appalachia and across the network. In my view, with appropriate safeguards, the efficiencies and service improvements described by the applicants will help West Virginia compete, attract investment, and keep people working.

For these reasons, I respectfully urge the Surface Transportation Board to approve the proposed Union Pacific–Norfolk Southern

transaction, subject to any conditions the Board deems necessary to protect competition, safety, and service.

Thank you for your consideration.

Sincerely,



Craig P. Blair
Former Lieutenant Governor and Senate President
State of West Virginia

cc: The Honorable Michelle A. Schultz, Member; The Honorable Karen J. Hedlund, Member
Union Pacific Railroad
1400 Douglas Street
Omaha, Nebraska 68179

GARY HOWELL
(304) 340-3191

ENERGY AND PUBLIC WORKS
CHAIR - ECONOMIC DEVELOPMENT
FINANCE
REVENUE
RULES

HOUSE OF DELEGATES
WEST VIRGINIA LEGISLATURE

BUILDING 1, ROOM 151R
1900 KANAWHA BLVD., EAST
CHARLESTON, WV 25305-0470
GARY.HOWELL@WVHOUSE.GOV

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, D.C. 20423

Subject: Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a lifelong West Virginian representing the Mountain State in the House of Delegates and as a small business owner, I know how vital reliable rail service is to our economy, our businesses, and our residents. The proposed merger between Union Pacific Railroad and Norfolk Southern Corporation presents a unique and timely opportunity not only for West Virginia but for the entire Appalachian and Mid-Atlantic region.

Why this merger is good for West Virginia
West Virginia's economy depends heavily on freight rail for coal, minerals, manufacturing materials, and regional goods. Improved service, capacity, and network reach will give our businesses dependable access to national and international markets. The merger promises faster and more reliable service, less congestion, and greater market access for our communities. This will make West Virginia more competitive in a global economy. It will also bring investment in rail infrastructure which means new jobs in construction and maintenance and stronger transportation corridors to serve our towns and industries. For our coal industry this merger could be especially important. West Virginia leads the nation in coal exports and improved logistics directly reduce cost per ton. International buyers are very sensitive to transportation costs and the ability to move coal efficiently and affordably helps our miners stay competitive.

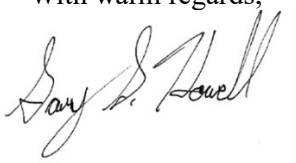
Stronger trade and export routes through the West Coast
As trade across the Pacific Rim grows, West Virginia stands to gain from better rail links to West Coast ports. The State of West Virginia recently opened a trade office in Taiwan to promote exports and attract Taiwanese investment. Taiwan is already one of our key partners, with trade totaling nearly 175 million dollars in 2022. This merger will provide a direct rail route from the West Coast ports for both imports and exports, complementing our traditional East Coast connections. It will help create a true coast to coast network that gives West Virginia businesses more options to reach global markets. For coal exports in particular, an efficient route to West Coast ports will open new opportunities in the Pacific Rim. Lower transportation costs make West Virginia coal more competitive in Asia and help sustain our export base.

Benefits for West Virginia coal and international competitiveness
Improving the rail network's efficiency and creating westbound access strengthens the economics of

exporting coal to global markets. Reduced rail costs and faster delivery lower the total cost of coal shipped overseas, improving the position of West Virginia producers in world markets. This will support jobs in mining, rail logistics, and port operations while increasing severance tax revenues that benefit our schools, roads, and communities. When West Virginia coal becomes more competitive worldwide, it strengthens our energy industry and keeps our state moving forward.

Conclusion
On behalf of my constituents in West Virginia, I respectfully urge the Surface Transportation Board to approve the Union Pacific and Norfolk Southern merger so our state can take advantage of the efficiencies, investments, and opportunities it offers. This merger will connect Appalachian freight and exports to the global economy, strengthen trade with Taiwan and the Pacific Rim, and promote West Virginia coal on the world stage.

With warm regards,



Delegate Gary Howell

cc: Member Schultz
Member Hedlund

MIKE PUSHKIN
(304) 340-3106 O.
(304) 989-6856 D.

MINORITY CHAIR *HEALTH AND HUMAN RESOURCES*
MINORITY CHAIR *HOMELAND SECURITY*
MINORITY VICE CHAIR *SELECT COMMITTEE ON PREVENTION AND TREATMENT OF SUBSTANCE ABUSE*
ENROLLED BILLS
JUDICIARY
WORKFORCE DEVELOPMENT

HOUSE OF DELEGATES
WEST VIRGINIA LEGISLATURE

BUILDING 1, ROOM 6U-B
1900 KANAWHA BLVD., EAST
CHARLESTON, WV 25305-0470
MIKE.PUSHKIN@WVHOUSE.GOV

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Charleston, WV, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,



Delegate Mike Pushkin

cc: Member Schultz
Member Hedlund

The Senate of West Virginia
Charleston

MARK R. MAYNARD
CHAIR
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE

STATE CAPITOL, ROOM M-441
1900 KANAWHA BLVD. EAST
CHARLESTON, WV 25305-0800
304-357-7808

October 7, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in southern West Virginia, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of my constituents, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

State Senator Mark R. Maynard
Sixth District, West Virginia

cc: Member Schultz
Member Hedlund

The Senate of West Virginia
Charleston

RUPIE PHILLIPS
STATE SENATOR
7TH SENATORIAL DISTRICT

STATE CAPITOL, ROOM W-217
1900 KANAWHA BLVD. EAST
CHARLESTON, WV 25305-0800
304-357-7857

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Comments on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader and state Senator from West Virginia, I recognize the important role freight rail plays in supporting our local economy, businesses and residents. Reliable rail service helps connect our region to broader markets and provides an efficient transportation option for goods.

The proposed Union Pacific–Norfolk Southern merger has the strong potential to further shape this network by offering more direct routes, expanding geographic reach and encouraging investment in infrastructure and technology. Our business community would benefit through strengthened service reliability, enhanced supply chain efficiency and access to new markets. At the same time, it is important that these changes continue to balance efficiency with safety, sustainability and long-term community benefits.

Freight rail contributes to reduced highway congestion and emissions, making it an important part of sustainable transportation. With thoughtful planning, the merger could improve service dependability, support local businesses and create opportunities for infrastructure investment and job growth.

I respectfully encourage the Surface Transportation Board to carefully consider this proposal, weighing both the opportunities it may create for communities like ours and the need to ensure fair, safe and sustainable rail service nationally and globally.

Sincerely,

Senator Rupie Phillips

cc: Member Schultz
Member Hedlund

RUPIE.PHILLIPS@WVSENATE.GOV

(INSERT LOGO HERE)

The Senate of West Virginia
Charleston

GLENN D. JEFFRIES
CHAIR
COMMITTEE ON ECONOMIC DEVELOPMENT

STATE CAPITOL, ROOM W-214
1900 KANAWHA BLVD. EAST
CHARLESTON, WV 25305-0800
304-357-7866

Date: 11.7.25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in West Virginia State Senate, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Glenn D. Jeffries
West Virginia State Senate
Chairman Economic Development Committee

cc: Member Schultz
Member Hedlund

GLENN.JEFFRIES@WVSENATE.GOV

PHILLIP S. SPENRATH
Wharton County Judge
309 E. Milam Street, Suite 600
Wharton, Texas 77488
Office: (979)532-4612 Fax: (979)532-1970

Joyce Ferrell
Administrative Assistant

Rosemary Rodriguez
Court Coordinator

October 23, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Chairman Fuchs:

As County Judge of Wharton County, Texas, I am writing to express my strong support for the proposed merger between **Union Pacific Railroad** and **Norfolk Southern Corporation**.

Freight rail is a cornerstone of our state's economy - safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and around the world. Union Pacific has long been an essential transportation partner for Texas, providing efficient, reliable, and cost-effective service to businesses both large and small.

The American freight rail network is not only critical to our economic growth, but also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions. The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent disruptions and enhance schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will allow goods to move faster and more competitively to market.
- **Increased Investment:** A unified transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** A broader geographic footprint will open new markets for Texas products and strengthen the resilience of national supply chains.

This merger is about more than just railroads - it is about securing the future of our transportation network, supporting continued economic development, and ensuring that American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the long-term benefits it will bring to our state, our region, and the national economy.

Sincerely,



Phillip Spenrath
Wharton County Judge

cc: Member Schultz
Member Hedlund

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Wichita Regional Chamber of Commerce, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses of all sizes.

The proposed merger offers an opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be bet er positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

I respectfully urge the Surface Transportation Board to consider this proposal.

Sincerely,

John Rolfe
President & CEO
Wichita Regional Chamber of Commerce

WILLIAMSPORT/LYCOMING CHAMBER OF COMMERCE

102 WEST FOURTH STREET WILLIAMSPORT, PA 17701 570-326-1971 FAX 570-321-1209
E-Mail chamber@williamsport.org Web Site www.williamsport.org

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific Norfolk Southern Merger

Dear Chairman Fuchs,

The Williamsport/Lycoming Chamber of Commerce wants to share with you our support for the proposed merger of Union Pacific and Norfolk Southern. We have a long heritage of railroads in our community with having 7 different lines running through Williamsport in the late 1800s and early 1900s.

This merger represents a significant opportunity to connect America and help in alleviating the over-the-road trucking challenges brought upon our highways. It will offer new opportunities for businesses we represent, from accessing needed parts faster and making it easier to exporting our products made right here in Lycoming County.

As the Keystone State we sit in a prime location to deliver goods with access to many markets. The addition of Union Pacific to this well-established network will only strengthen the ability of business in Lycoming County to move their products to markets across the nation. Norfolk Southern has a significant presence here in Lycoming County through its rail networks. It interconnects with many short line railroads, including the Lycoming Valley Railroad Company that interchanges with Norfolk Southern in Northumberland County.

The businesses here in Lycoming County would greatly benefit from this merger. It is why we strongly urge the Surface Transportation Board to approve it. This protects workers, opens economies, and allows these companies to take advantage of efficiencies, tandem investments, and opportunities that flow from a more reliable and safer rail system.

Sincerely,

Jason Fink
President/CEO

cc: Member Schultz
Member Hedlund

SCOTT KRUG

STATE REPRESENTATIVE • 72nd ASSEMBLY DISTRICT

(608) 237-9172
FAX: (608) 282-3672
District: (715) 459-2267
Toll-Free: (888) 529-0072

P.O. Box 8952
Madison, WI 53708-8952
Rep.Krug@legis.wi.gov

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

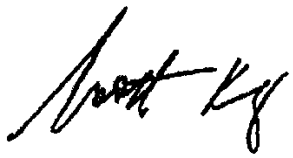
Dear Chairman Fuchs:

It is my honor to write to you as the State Representative of Wisconsin's 72nd Assembly District, the home of a Union Pacific Railroad Yard in Adams, WI. Dependable rail service is vital for Central Wisconsin businesses and residents. My office was recently made aware of a proposed Union Pacific–Norfolk Southern merger, which offers an opportunity to strengthen our economy and deliver long-term benefits to the community.

The merger promises faster, more reliable rail transit, reduced congestion and expanded market reach for businesses that utilize rail. This merger also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring Central Wisconsin remains competitive in a global economy.

On behalf of Wisconsin's 72nd Assembly District, I respectfully urge the Surface Transportation Board to approve the merger of the Union Pacific and Norfolk Southern Railroads. I look forward to the expanded opportunities this will bring, connecting our communities regionally, nationally, and across the globe.

Sincerely,



Representative Scott Krug

cc: Member Schultz
Member Hedlund

ROB STAFSHOLT
STATE SENATOR • 10th SENATE DISTRICT

(608) 266-7745
Toll Free: (800) 862-1092
Sen.Stafsholt@legis.wi.gov

P.O. Box 7882
Madison, WI 53707-7882

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Letter of Support for Union Pacific and Norfolk Southern Merger

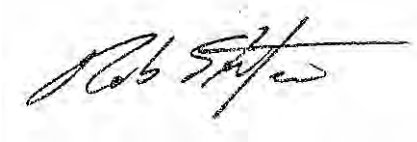
Dear Chairman Fuchs:

As the state senator representing a significant portion of western Wisconsin, reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific-Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs, and ensuring our communities remain competitive in a growing economy.

On behalf of Senate District 10, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring – connecting our communities regionally, nationally, and across the globe.

Sincerely,



Rob Stafsholt
State Senator
10th Senate District

JOHN JAGLER
STATE SENATOR • 13th SENATE DISTRICT

Phone: (608) 266-5660
Toll-free: (888) 291-3489
Sen.Jagler@legis.wi.gov

Room 415 South
P.O. Box 7882
Madison, WI 53707-7882

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a State Senator representing Wisconsin's 13th Senate District, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the 13th Senate District, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

John Jagler
State Senator
13th Senate District

cc: Member Schultz
Member Hedlund

Van H. Wanggaard
Wisconsin State Senator

11/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in the Milwaukee metropolitan area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of myself and Wisconsin's 21st State Senate District, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Van H. Wanggaard
Wisconsin State Senator
21st Senate District

cc: Member Schultz
Member Hedlund

STATE SENATOR JESSE JAMES 23RD DISTRICT

November 4th, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in northwestern Wisconsin, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

As the state senator for the 23rd Senate District, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Respectfully,



Senator Jesse James
23rd Senate District
Sen.James@legis.wisconsin.gov

cc: Member Schultz
Member Hedlund

PO Box 7882 • Madison, WI 53708-7882
(608) 266-7511 • (888) 437-9436 • Sen.James@legis.wisconsin.gov • www.SenJesseJames.com

Wisconsin State Senate

24th Senate District

PATRICK TESTIN
STATE SENATOR

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman of Surface Transportation Board
395 E. St. SW
Washington, D.C., 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Central Wisconsin, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

A strong, transcontinental railroad can be the foundation upon which our economies blossom. The merger promises faster, more dependable service; reduced congestion; and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Union Pacific, Norfolk Southern and the people of Wisconsin's 24th Senate District, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Patrick Testin
State Senator
24th Senate District

cc: Member Schultz
Member Hedlund

PO Box 7882 • Madison WI 53707-7882 • 608-266-3123 • 800-925-7491 • Sen.Testin@legis.wisconsin.gov • www.SenatorTestin.com

Women's Employment NETWORK
Proud partner of one% WOMEN

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the Kansas City region, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Women's Employment Network, I respectfully ask the Surface Transportation Board to consider approving this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Sherry Turner

Sherry Turner, President
Women's Employment Network

cc: Member Schultz
Member Hedlund

Working Waterfront
COALITION

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a community leader in Portland Oregon, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Portland Oregon, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Tanya Hartnett
Executive Director,
Working Waterfront Coalition

cc: Member Schultz
Member Hedlund

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As CEO of World Business Chicago, the city's premier public-private economic development agency, I am writing to ask you to thoughtfully consider the proposed merger between Union Pacific and Norfolk Southern. At World Business Chicago, we are focused on driving growth, expansion and innovation across all industries and we believe the merger has the potential to align with that mission.

Union Pacific has long been an essential transportation partner for our city, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

We recognize the crucial role that improved infrastructure plays in our region's economic success and we are supportive of efforts that drive growth and development across Chicago. We all benefit from a competitive region.

I respectfully urge the Surface Transportation Board to give full consideration to this proposal, recognizing it has the potential to deliver tremendous benefit to our state and the national economy.

Sincerely,

Phil Clement

PHIL B. CLEMENT

President & CEO
World Business Chicago

cc: Member Schultz
Member Hedlund

WORLD TRADE CENTER®
NEW ORLEANS
at Greater New Orleans, Inc.

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As Executive Director of the World Trade Center New Orleans, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Harrison Crabtree
Director, World Trade Center New Orleans

Wyoming Association of Municipalities
Building Strong Communities

Wyoming Association of Municipalities Letter of Support for the Proposed Merger of Union Pacific and Norfolk Southern

The Wyoming Association of Municipalities (WAM) is pleased to express support for the proposed merger between Union Pacific Railroad (UP) and Norfolk Southern Railroad (NS). Representing Wyoming's cities and towns, WAM recognizes the essential role of a strong, reliable rail network in sustaining local economies, supporting industrial growth, and maintaining critical connections between communities, states, and national markets.

The proposed merger to create America's first transcontinental railroad—linking Union Pacific's western network with Norfolk Southern's eastern operations—offers meaningful opportunities to enhance transportation efficiency, strengthen U.S. supply chains, and promote long-term economic competitiveness. Wyoming's municipalities, many of which rely heavily on rail access for energy, agriculture, and manufacturing industries, stand to benefit from improved service reliability, infrastructure investment, and workforce stability.

Union Pacific has a longstanding presence in Wyoming and a history of collaboration with local governments on safety, infrastructure, and community development. WAM is encouraged by the commitment both companies have demonstrated to maintaining high standards of safety, workforce engagement, and environmental stewardship as part of this merger process. These commitments align closely with WAM's mission to support sustainable, resilient, and thriving communities across Wyoming.

The Wyoming Association of Municipalities respectfully encourages the Surface Transportation Board to give favorable consideration to this proposed merger. WAM believes the combination will strengthen the national rail system while providing positive economic and community benefits for Wyoming and the nation.

Contact:
Dawson Kluesner, External Affairs Director
Wyoming Association of Municipalities
307-640-9425 | dawson@wyomuni.org

WYOMING CHAMBER OF COMMERCE

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President and CEO of the Wyoming Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Dale Steenbergen

cc: Member Schultz
Member Hedlund

Nov. 5, 2025

WYOMING HOUSE *of* REPRESENTATIVES

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board

Re: Support for Union Pacific and Norfolk Southern Merger

I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. As a local economic development leader, and representative of in the Wyoming House, I'm encouraged by the opportunities presented through a new transcontinental rail network — a project that connects our region to nearly 100 ports and communities across North America. This coast-to-coast system has the potential to strengthen our local economy by linking Wyoming businesses to new markets and supply chains.

Of great interest to me; the merger could shift more freight from our highways to rail with the potential to ease congestion on our roads, especially I-80, reducing our growing maintenance costs and, most importantly, improving safety for traveling residents and tourists.

This initiative isn't just about transportation — it's about economic growth, protecting good paying union jobs and securing the future of the U.S. supply chain.

Thank you for your consideration and service,

Trey Sherwood

Representative Trey Sherwood, House District 14
49 North Street, Laramie, Wyoming 82072
307-760-2722 trey.sherwood@wyoleg.gov

Representative **Pam Thayer**
Wyoming House of Representatives **House District 15**
219 W. Maple Street • Rawlins, WY 82301

mobile (307) 321-5624
email Pam.Thayer@wyoleg.gov

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: *Support for Union Pacific and Norfolk Southern Merger*

Dear Chairman Fuchs:

As the Representative for House District 15 in the Wyoming State Legislature, I write to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is essential to Wyoming's economy, moving the resources that power our industries, supporting agriculture, and connecting our communities to markets across the nation and the world. Union Pacific has long been a trusted partner in our state and a cornerstone employer in the City of Rawlins. The company provides stable, family-supporting jobs and has demonstrated ongoing commitment to safety, innovation, and community investment, helping sustain our downtown and local economy.

The proposed merger represents an opportunity to strengthen the U.S. freight rail network and deliver measurable benefits to shippers, consumers, and communities. Specifically, it will:

- Improve reliability and efficiency through better network coordination and fewer interchange delays.
- Reduce transit times and expand market access for Wyoming producers and manufacturers.
- Broaden market access which will help Wyoming industries and agriculture to access new domestic and international markets.

Union Pacific's proven record of responsible operations and community partnership gives me confidence that this merger will be implemented thoughtfully and in the public interest. I respectfully urge the Surface Transportation Board to grant full and favorable consideration to this proposal, recognizing the economic and community value it will bring to Wyoming and beyond.

Sincerely,

Pamela Thayer
Representative, House District 15
Wyoming State Legislature

cc: Member Schultz
Member Hedlund

WYOMING HOUSE DISTRICT 44

November 13, 2025

Representative Lee Filer
Wyoming House of Representatives
1215 Medley Loop
Cheyenne Wy, 82007

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the State Representative of House District 44 in Cheyenne Wyoming, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

· Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

HOUSE DISTRICT 44 • 1215 Medley Loop • Cheyenne, Wyoming 82007
TELEPHONE 307-421-9554 • E-MAIL Lee.Filer@wyoleg.gov • WEBSITE www.wyoleg.gov

· Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

· Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

· Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Representative Lee Filer

cc: Member Schultz Member Hedlund

HOUSE DISTRICT 44 • 1215 Medley Loop • Cheyenne, Wyoming 82007
TELEPHONE 307-421-9554 • **E-MAIL** Lee.Filer@wyoleg.gov • **WEBSITE** www.wyoleg.gov

WYOMING HOUSE DISTRICT 54

November 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As member of the Wyoming State House of Representatives, currently serving on the Transportation, Highways, and Military Affairs Committee I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Wyoming has an economy built on the state's abundant natural resources. The state being the tenth largest geographically is challenged to provide infrastructure allowing for the transportation of our extracted resources to the various global markets. From the time we were a territory until current day Wyoming has relied on railroads to help us meet our transportation needs and consider our rail system to be the cornerstone of the state's critical infrastructure. The Union Pacific was Wyoming's first railroad arriving in 1867, three years before the Wyoming Territory was created, and 23-years before statehood. The evolution of the Union Pacific to implement safety, efficiency, and dependability has been critical to ensuring dependability of interstate commerce for Wyoming's industries.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

As we witnessed the evolution of our nation's rail system, there have been strategic changes driven by the need to have a system that can interact from region to region. This merger similar to the vision our forefathers had for the creation of transcontinental railroad, furthers this ongoing effort by establishing a coast-to-coast provider that will bring efficiencies, dependability, and accountability, while providing access to the rail providers serving other national territories.

HOUSE DISTRICT 54 • 1076 South 2nd Street • Lander, Wyoming 82520
TELEPHONE (307) 321-1221 • E-MAIL Lloyd.Larsen@wyoleg.gov • WEB SITE www.wyoleg.gov

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Representative Lloyd Charles Larsen

cc: Member Schultz
Member Hedlund

HOUSE DISTRICT 54 • 1076 South 2nd Street • Lander, Wyoming 82520
TELEPHONE (307) 321-1221 • **E-MAIL** Lloyd.Larsen@wyoleg.gov • **WEB SITE** www.wyoleg.gov

WYOMING SENATE DISTRICT 1

10/20/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Wyoming State Senator from Senate District 1, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

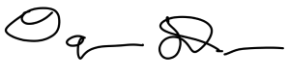
This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

WYOMING SENATE DISTRICT 1 • P.O. Box 155 • Devils Tower, Wyoming 82714
TELEPHONE (307) 680-5555 • EMAIL Ogden.Driskill@wyoleg.gov • WEBSITE www.wyoleg.gov

Northeast Wyoming, and the entire State of Wyoming, have benefitted from more than a century of railroads. They have played a key role in Wyoming's economic prosperity. I feel this merger will strengthen both of our futures.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,



Senator Ogden Driskill
Senate District 1

Cc: Member Schultz
Member Hedlund

.

WYOMING SENATE DISTRICT 1 • P.O. Box 155 • Devils Tower, Wyoming 82714
TELEPHONE (307) 680-5555 • **EMAIL** Ogden.Driskill@wyoleg.gov • **WEBSITE** www.wyoleg.gov

WYOMING SENATE DISTRICT 15

October 20, 2025

The Honorable Patrick J Fuchs
Chairman
Surface Transportation Board
395 E. Street SW Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket No: FD36873

Dear Chairman Fuchs,

As Senator of Wyoming, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, supporting our farmers and connecting our communities to markets across the nation and has been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical but one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- Improved Service Reliability: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability
- Reduced Transit Times: Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively
- Increased Investment: The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems
- Expanded Reach: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience

This merger is about more than just railroads—it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains global. I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Wendy Davis Schuler

SENATE DISTRICT 15 • 200 Liberty Avenue • Evanston, Wyoming 82930
TELEPHONE (307) 789-1264 • E-MAIL: Wendy.Schuler@wyoleg.gov • WEB SITE www.wyoleg.gov

WYOMING SENATE DISTRICT 27

November 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

My name is Bill Landen, and I represent Senate District 27 in Wyoming. This will be my 20th year in the Senate and through the years, and I have had the honor of working with many fine people who work with and for Union Pacific. For some of those years I served as Chairman of the Senate Transportation Committee. I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.
The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive. For us in Wyoming, it is providing support to an industry that has partnered with our state for more than a century; Union Pacific was here to help us usher in statehood.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,
Bill Landen, Wyoming State Senate

cc: Member Schultz
Member Hedlund

SENATE DISTRICT 27 • 2010 KINGSBURY DRIVE • CASPER, WYOMING 82609
TELEPHONE (307) 259-4194 • E-MAIL: BILL.LANDEN@WYOLEG.GOV• WEB SITE: WWW.WYOLEG.GOV

Senator **Stephan A. Pappas**
Transportation, Highways &
Military Affairs Committee Chairman
Wyoming Senate **Senate District 07**

address 1500 E. 22nd Street • Cheyenne, WY 82001
mobile (307) 630-7180
email Stephan.Pappas@wyoleg.gov

October 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a Wyoming State Senator, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of Wyoming's Economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. The Union Pacific, was the single most important force in shaping Wyoming's economy, population, and political landscape, leading to the establishment of the territory itself and the founding of major cities like my home town and our Capitol city, Cheyenne. Since the beginning in1867, it has been an essential transportation partner for Wyoming, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- ***Improved Service Reliability:*** *More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability*
- ***Reduced Transit Times:*** *Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.*
- ***Increased Investment:*** *The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.*
- ***Expanded Reach:*** *The broader geographic footprint will open new markets for our states products and strengthen supply chain resillence.*

This merger is about more than just railroads its about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to Wyoming and the national economy.

Sincerely,

Stephan A. Pappas, AIA, LEED AP

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Board of Directors and the Executive Director of the Yellowstone Historic Center in West Yellowstone, Montana, I am respectfully urging support for the proposed merger between the Union Pacific Railroad and the Norfolk Southern Railroad.

The Yellowstone Historic Center is a non-profit organization in West Yellowstone, Montana, charged with the preservation of the historic Union Pacific structures, including the depot and the dining lodge as well as smaller buildings, and also with the administration of the Museum of the Yellowstone, housed in the Union Pacific Depot and telling the story of train travel to Yellowstone National Park.

Since the founding of the Yellowstone Historic Center in 1998, the Union Pacific has provided support for our work in preserving the buildings in the West Yellowstone Historic District as well as the story of the central place of the railroad in the development of the town.

The Yellowstone Historic Center Board of Directors as well as the Executive Director are pleased to support fully this proposed merger.

Sincerely,
Patricia Barnes

Patricia Barnes, Yellowstone Historic Center Board Chairperson

cc: Member Schultz
Member Hedlund

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in Shreveport/Caddo Parish, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the YMCA of Northwest Louisiana, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,
Jeffrey Goodman

cc: Member Schultz
Member Hedlund

Copy: All Parties of Record

YOUNG WOMEN'S PREPARATORY NETWORK
1722 Routh Street, Suite 720 • Dallas, Texas 75201 • 214-824-1400 • www.ywprep.org

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As a community stakeholder in the Greater Houston area, reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Young Women's Preparatory Network, I respectfully ask the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Tiphany Burrell
Development Manager – Houston
Young Women's Preparatory Network

cc: Member Schultz
Member Hedlund

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Managing Director of the Yuba-Sutter Chamber of Commerce, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of the economy, helping California workers, farmers, and businesses move the goods that sustain our communities and connect them to markets around the state and country. Union Pacific has long been an essential transportation partner, providing efficient, reliable and cost-effective service to businesses across California. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities from Northern California and beyond.

This merger is about more than just railroads – it is about securing the future of our transportation network, supporting economic development for California and our minority communities, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Brynda Stranix

cc: Member Schultz
Member Hedlund

ALBANY
EASTERN
RAILROAD
COMPANY

263 Industrial Way
info@albanyeastern.com
Lebanon. Oregon 97355
Website: albanyeastern.com
(541) 259-6470
Fax: 259-4130

September 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime partner of Union Pacific as a Class III handling carrier, the Albany & Eastern Railroad Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At the Albany & Eastern Railroad Company, we regularly transport lumber products, agricultural products, fuels, manufacturing materials, and structural steel to and from markets across the nation. The American freight rail network is a critical component of our supply chain, allowing our customers to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that our local economy, and the nation, can have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Rick Franklin
President
Albany & Eastern Railroad Company
263 Industrial Way
Lebanon, OR 97355

cc: Member Schultz
Member Hedlund

https://www.up.com/investors/425

ARKANSAS-OKLAHOMA RAILROAD CO.
116 W. Main Wilburton, OK 74578

9/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime Shortline partner of Union Pacific, Arkansas-Oklahoma Railroad is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Midwest City, Oklahoma, Shawnee, Oklahoma and McAlester, Oklahoma and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for Shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternative.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Streamline East Cost Business Development:** We have faced challenges in Oklahoma to developing new business for customers looking to ship and receive cars from the East Cost due to acquiring rates with multiple Class 1 Railroads. This merger will significantly simplify the process and fast track new business opportunities.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Heather Watson

Heather Watson

President

Arkansas-Oklahoma Railroad

116 W. Main Street
Wilburton, Oklahoma 74578
(918)465-0299
heather@aokrr.com

cc: Member Schultz
Member Hedlund

Big Spring Rail System

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime Short Line partner with the Union Pacific, Big Spring Rail System is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in West Texas (Permian Basis) and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield benefits to transit times; as well as, opened new territorial markets that a currently out of effective reach to partners like us, We believe such a merger will:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

R. A. Bowes
Big Spring Rail System
Board Member ./ Vice President Operations
rabowes008@gmail.com

cc: Member Schultz
Member Hedlund

1510 Bluff Rd. Burlington, IA 52601. (319) 753-6157

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Burlington Junction Railway is writing to express our support for the proposed merger or any collaboration between railroads that support Burlington Junction Railway and our customers. We rely on our class I rail partners to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Enhanced Service Reliability:** Given our operating locations and our interchange connections with the Union Pacific, many of our customers would benefit from direct rail to the combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Improved Network Efficiency:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the impact any merger will have on businesses like ours, our customers and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Peter Hoth
President and CEO
Burlington Junction Railway
1510 Bluff Rd
Burlington, IA 52601
Email: photh@bjryrail.com
Phone: 319-753-6157

Burlington Junction Railway

1510 Bluff Rd. Burlington, IA 52601. (319) 753-6157

cc: Member Schultz
Member Hedlund

Dear Honorable Chairman Fuchs,

Mark Twain once said, “History never repeats itself, but it does often rhyme.”

Case in point:

The Chicago Great Western Railroad (CGW) was launched in 1885 in the small town of Randolph, Minnesota. The CGW quickly grew into a multi-state carrier and was a pioneer in several key areas of railroading. It exclusively developed continuous welded rail, introduced two-way radios—dramatically improving crew safety and operational efficiency—and was the first railroad to offer piggyback trailer-on-flatcar service, which has seen explosive growth in today’s modern railroading environment.

A second often-overlooked legacy of the CGW was its highly capable Industrial Development team. They were instrumental in engineering and promoting large sections of land along the rail network. Two prime examples of this innovation are the massive industrial parks developed in Roseport, MN and South St. Paul, MN. Koch Refining and Armour & Company built major facilities in these locations—which became transformational investments. Notably, Koch Industries continues to operate successfully in the CGW designed industrial park, remaining a major employer and contributor to the U.S. economy.

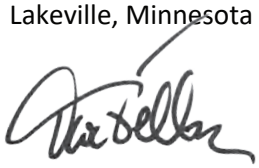
Fast forward 140 years: Progressive Rail proudly operates the former CGW railway line from Northfield, MN to Randolph,MN and beyond to Cannon Falls, MN. PGR has worked tirelessly to rebuild the infrastructure, attract new shippers and receivers, and support the Cities and Townships.

Looking ahead, the UP/NS partnership offers an exciting opportunity to expand access to Norfolk Southern’s vast network through a seamless single-line haul to the Cannon Valley Railroad Company (CVRC). This partnership has the potential to unlock new markets and create substantial economic benefit.

Chairman Fuchs, it’s only fitting that one of the most innovative railroads in American history drove its first spike in Randolph, Minnesota. With your support of the UP-NS merger, many more "golden spike" moments on the Cannon Valley Railroad can become a commercial and economic reality—benefiting not only Randolph, but communities far beyond.

Thank you for your time and support.

Sincerely,
Dave Fellon
Progressive Rail, Inc. /Cannon Valley Railroad Company
Air Lake Industrial Park
21778 Highview Avenue
Lakeville, Minnesota 55044



October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Carload Express, Inc. (Carload) manages four railroads across Pennsylvania, Delaware, Maryland, and Virginia, operating 387 route-miles. Each line offers direct connectivity to Norfolk Southern. As one of Norfolk Southern's top five interchange partners by volume, our railroads interchange thousands of cars with Norfolk Southern each month. For more than 30 years, we've partnered with Norfolk Southern to develop innovative solutions to provide competitive freight options for more than 130 customers.

We enthusiastically support the proposed combination of Union Pacific and Norfolk Southern.

As the operator of short line first mile / last mile operations, we know it is vitally important that the long-haul portion of any rail transportation move occur efficiently and effectively for the benefit of our customers. We expect the proposed transaction will improve service and competition in several ways:

- A combined Union Pacific / Norfolk Southern would create seamless service for certain frac sand shipments that typically move between Wisconsin and Illinois to the sites served by Carload in Pennsylvania. Offering more direct routes minimizes the risk of service disruptions.
- A combined Union Pacific / Norfolk Southern would reduce transit times by eliminating interchanges for petrochemical shipments such as plastic resins moving from the Gulf region to shippers served by Carload in Pennsylvania and other Mid-Atlantic points.
- A combined Union Pacific / Norfolk Southern would create more truck-competitive single line service and improve efficiencies for agricultural and food products moving from west coast points and the upper Midwest to locations served by Carload in Pennsylvania. This benefits the environment while improving safety on our roads.
- A combined Union Pacific / Norfolk Southern would offer the opportunity for shipments of industrial and recycled products like finished steel and recycled glass to move more competitively by rail vs truck between our shippers in Pennsylvania to and from "watershed" markets in Illinois, Missouri and the Mississippi Valley.
- A combined Union Pacific / Norfolk Southern will unlock more competitive origins for our agricultural shippers located on the Delmarva Peninsula by eliminating several days from transit times, allowing rail to be even more competitive.

From our perspective, the proposed transaction promises to provide new, more competitive services to the customers served by Carload's railroads and expands their market reach throughout North America.

Carload understands that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

We look forward to the continued partnership and the end-to-end benefits that this merger will bring.

Sincerely,



John P. Ashbridge
President & CEO
Carload Express, Inc.

cc: Member Schultz
Member Hedlund

CPR

CaterParrott Railnet

3825 Aubrey Lane
Tifton, Georgia 31794
October 30, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger [STB Docket FD 36873]

Dear Chairman Fuchs;

CaterParrott Railnet (CPR) has been a long-time strategic partner to Norfolk Southern; and we are writing to express our unwavering support for the proposed merger between Norfolk Southern (NS) and Union Pacific.

CPR is the largest independently-owned shortline railroad in the State of Georgia and we rely on NS to provide efficient, reliable and cost-effective service, this merger will strengthen those goals and enhance NS' position to do that for our current and future customers dependent on rail transportation.

CPR operates 6 lines, with 5 interchanges with NS, so our daily interaction with NS and the NS management team is tremendous; and our increasing growth could not be possible without them as a partner, and with the merger, that partnership will only grow to promote UP/NS and CPR's position as an economic driver for the State of Georgia and beyond. We see improved service reliability, reduced transit times and an increase in infrastructure investment. All of which promotes our goal of job growth, domestic and international economic development and ultimately, a safer rail network.

We urge you to strongly consider our voice and the positive impact this merger will have on Railroads such as CaterParrott Railnet's.

We sincerely thank you for your time and consideration of our perspective. If we can be of service or you need additional insights, please do not hesitate to reach out.

With highest regards,

Jamie Cater
jamie@cprailnet.com
229/326-9628

Christopher Parrott
chris@cprailnet.com
229/251-6804

cc: Member Schultz
Member Hedlund

October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

PROGRESSIVE RAIL
INCORPORATED

Dear Chairman Fuchs,

In reference to: Chicago Junction Railroad's support of the UP - NS partnership.

With Chicago being the rail capital of the world, it's only fitting than the Chicago Junction Railway (CJR) chimes in with our support of the Union Pacific Railroad and the Norfolk Southern Corporation, becoming the world's largest railroad,

At the core of the CJR's support is the newfound efficiencies in transit opening brand new markets, while also dramatically improving overall transit time. Additionally, shippers will be able to match the initial fronthaul with the corresponding backhaul, which until now has been a problematic quest for railroads to truly capitalize upon.

When you consider today's market share of all things freight, we have as an industry dropped under 39%, which is a far cry from the historic numbers that were as high as 90% back in the day. For decades there has not been any significant market share gains in general merchandise traffic chiefly because our highway carrier rivals are more flexible to work with. Larger carriers serve the entire United States of America with one transportation solution. These larger trucking carriers serve the entire Nation with one price, one efficient route, and one invoice generated when the goods are delivered on time. In contrast, railroads often take two or more railroads to move the goods over long distances. To that end if we as a Nation want to become even more competitive on the world stage, railroads already have a capacity advantage, let's leverage that with faster deliveries made possible by streamlined conduits of commerce that ride on the world's most efficient infrastructure being two steel rails held up by strong crossties and deep ballast.

The Union Pacific–Norfolk Southern merger isn't just about scale—it's about opportunity. From national manufacturers to family-owned small businesses, this powerful new network delivers benefits across the board. When the tide rises, every boat is lifted.

To wrap up, the Chicago Junction Railway supports the Union Pacific / Norfolk Southern merger for all the reasons outlined above. But if you distilled it down to just two words it would be: "Game Changer". Change is good.

Chairman Fuchs, thank you for considering Chicago Junction Railway's support of the UP/NS merger. For sure America's brightest days are ahead, when we are the country that brings the biggest and boldest supply chain solutions to a global marketplace.

Dave Fellon
Owner & President

Chicago Junction Railway
612-791-3255



Honorable Chairman Fuchs,

Clackamas, Oregon is home to the Clackamas Valley Railway (CVLY), where we proudly partner with the Union Pacific Railroad. Together, we've managed to halt a decline in rail traffic, and we're now beginning to see promising signs of organic, rail-centric growth.

While the past cannot be changed, the future can. With the right structural changes, rail can reclaim its rightful place as America's safest, most efficient, and most environmentally responsible mode of freight transportation. To do so, we must make rail faster, more cost-effective, and simpler to do business with. One of the biggest barriers today is the complexity and inefficiency created by the need to secure multiple rates and handoffs across various connecting carriers.

Reinvigorating the CVLY and attracting sustained investment to this region depends on our ability to connect directly with national markets through seamless, single-line service. This is the opportunity presented by the proposed **Union Pacific / Norfolk Southern** merger.

Today, promising customers remain on the sidelines. **J&D Refrigeration** has not shipped or received refrigerated boxcars in over two years; **CertainTeed** has expressed interest in growing its rail business; **Wymore Transfer** is well-positioned to expand its transload operation; and a large **Safeway plastics plant**—which once received resin by rail—could be reactivated as a rail-served facility. Each of these cases reflects a common need: simplified, reliable access to national rail service.

Mr. Chairman, the U.S. rail industry is uniquely positioned to play a leading role in revitalizing American manufacturing, distribution, and industrial development. The proposed UP/NS merger represents a clear and timely step toward that future. It would reduce interline complexity, enable long-haul single-line service, and unlock new freight opportunities, particularly for short lines like CVLY that already have the infrastructure, crews, and customer relationships in place.

With this merger, Clackamas Valley Railway could connect directly into a 53,000-mile unified rail system—one that offers competitive transit times, streamlined pricing, and a service experience that finally rivals that of trucking.

We respectfully urge your support for the UP/NS application. Thank you for considering the voice of short line operators and the critical role we play in keeping America's supply chains resilient and connected.

Sincerely,
Dave Fellon
Progressive Rail, Inc. / Clackamas Valley Railway
AirLake Industrial Park
21778 Highview Avenue
Lakeville, Minnesota 55044



COPPER BASIN RAILWAY INC.
P.O. Drawer I, Hayden, Arizona 85235

9/18/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Sir,

As a class 3 short line railroad partner of Union Pacific for the past 39 years, Copper Basin Railway Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Southeastern Arizona and rely heavily on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us at Magma jct., to meet the needs of our customers and ensure the safe, timely delivery of goods and materials.

We believe that the proposed merger will enhance competition and yield significant benefits for short line railroad partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Rikki Galka
Manager Operations
Copper Basin Railway inc.

September 22, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime Shortline partner of Union Pacific, the Oregon International Port of Coos Bay and the Coos Bay Rail Line are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in the Willamette Valley as well in the southern coastal areas of Oregon and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for Shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

As you may be aware, the Oregon International Port of Coos Bay (the owner of the Coos Bay Rail Line), along with our private partners, has launched the Pacific Coast Intermodal Port Project (PCIP), which will allow container ships to load containers directly to rail at Coos Bay, Oregon. When the PCIP project is complete, up to 15,000 TEUs will traverse the line between Coos Bay and Eugene. The expanded access that this merger will provide to the PCIP project and the Coos Bay Rail Line is of great benefit to the local, regional and national economy.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian Early
General Manger
Coos Bay Rail Line, Inc.
541-294-9139
bearly@coosbayrailline.com

cc: Member Schultz
Member Hedlund

September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In reference to: Crab Orchard & Egyptian Railroads **support of the UP - NS partnership.**

First and foremost, this is the ideal time to thank you and your hard-working team for the guidance and support that is extended to America's railroads of all sizes.

The **Crab Orchard & Egyptian Railroad (COER)** is a truly historic railroad for being the last U.S. railroad of any kind to use steam locomotives exclusively in regular service. The COER also had a robust Piggyback service, their own fleet of boxcar and coal cars and a local hometown dedication to supporting the local businesses and fostering industrial development. As with everything in life, things changed. As many rail-served businesses have closed, fire destroyed a key account, Whirlpool-Maytag's appliance factory was shuttered. General Dynamics, a massive government contractor that makes ammunition for the military has ceased a long time ago with their inbound raw materials and outbound finished products shipments. COER is well prepared to earn it all back to rail and with that save the Defense Department a whole lot of money with a truck to rail conversion. Fast forward from Progressive Rail's (PGR) purchase of the COER on December 19th, 2012, we have investing heavily in bridge and culvert updates, installing new railroad ties, and grade crossings to quality standards, plus, aggressively promoting the COER's 8.5 mile network to once again be a thriving contributor of commerce to the United States of America.

With the background color just shared, there are three areas of collaboration that the STB and PGR team have in front of us that once initiated would become an amazing industrial development machine that Southern Illinois, the entire Ohio Valley, and the United States of America will all benefit from for generations to come.

[1] The UP / NS partnership would open brand new markets with a wildly efficient single line haul move and greatly decreased transit time. Americans greatly benefit from faster, stronger, laser focus, on growing railroads. The UP / NS partnership would be all of that plus so much more.

[2] Despite a Herculean effort to promote, perform upon, and provide a lower cost, higher quality set of supply chains for General Dynamics located in Marion Illinois, we can't even get past the security perimeter, receive a return call, or connect with any logistics decision maker. Rail is the way to ship heavy products plus PGR can provide the oversight of the loaded boxcars all the way to the interchange junction with the BNSF / UP. In summary PGR would greatly appreciate the opportunity to prove rail's value to General Dynamics. Thank you!

[3] There is a significant customer in size and scope that PGR is working with to build a brand-new chemical plant in Marion Illinois. The annual carloads would be incredible along with the investment in a community that can truly use a tidal wave of brand-new commerce.

Knowing that the CAPEX is going to massively secure this important chemical company that in part assures we all have clean and safe water is there a way to increase awareness across multiple Federal and State agencies so we can build a community of supporters to secure the chemical company for placement in Marion Illinois? Progressive Rail is already investing well beyond our annual budget, and we are committed to getting it over the finish line but perhaps there are other levers of support we can pull.

(cont.)

Mr. Fuchs, thank you for reviewing Progressive Rail's support of the UP / NS partnership along with considering a proven way for the Department of Defense to save a significant amount of money if they make a modal conversion from truck to rail. Then, your thoughts on how a group of true America First stakeholders can welcome a brand-new chemical plant to Marion Illinois.

Let's create some significant careers, commerce, and carloadings together!

Dave Fellon
Owner & President

Crab Orchard & Egyptian Railroad
612-791-3255



October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime short line carrier partner of Union Pacific, CWW LLC, d.b.a. Columbia Rail, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

We operate across Eastern Washington and Oregon on a variety of leased and owned lines – our network assembled since 2013 (please note 2nd page *service area map*). We and our shippers rely on Union Pacific to connect us with origins and destinations across the continent, and to provide efficient, reliable, and cost-effective rail service for safe and timely delivery of goods.

We are excited to see this transcontinental merger develop, as we see the following opportunities:

1. **Single line service for our accounts** – connecting the current western network of the UP into and through the Great Lakes and Gulf State regions
2. **Improved competitiveness of the rail industry** – the Transcontinental UP will be able to compete more readily on moves within the mid-continent, which moves currently are challenged (involving two shorter moves over each carrier's periphery)
3. **Enhanced competition and simplified networks** –a lot of mid-continent terminals and routes can be rebalanced / freed up for transportation utilization, vs. as currently dedicated to processing challenging interchange flows. This is true for the current major interchange terminals (Chicago, etc.) even for non-participants of this merger: interchange with these roads with UP or NS will be reduced, and will consolidate and simplify between these other major carriers

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We note the merger will be structured to enhance competition, and that other major carriers have many opportunities to organize their paths within a US transcontinental rail network era.

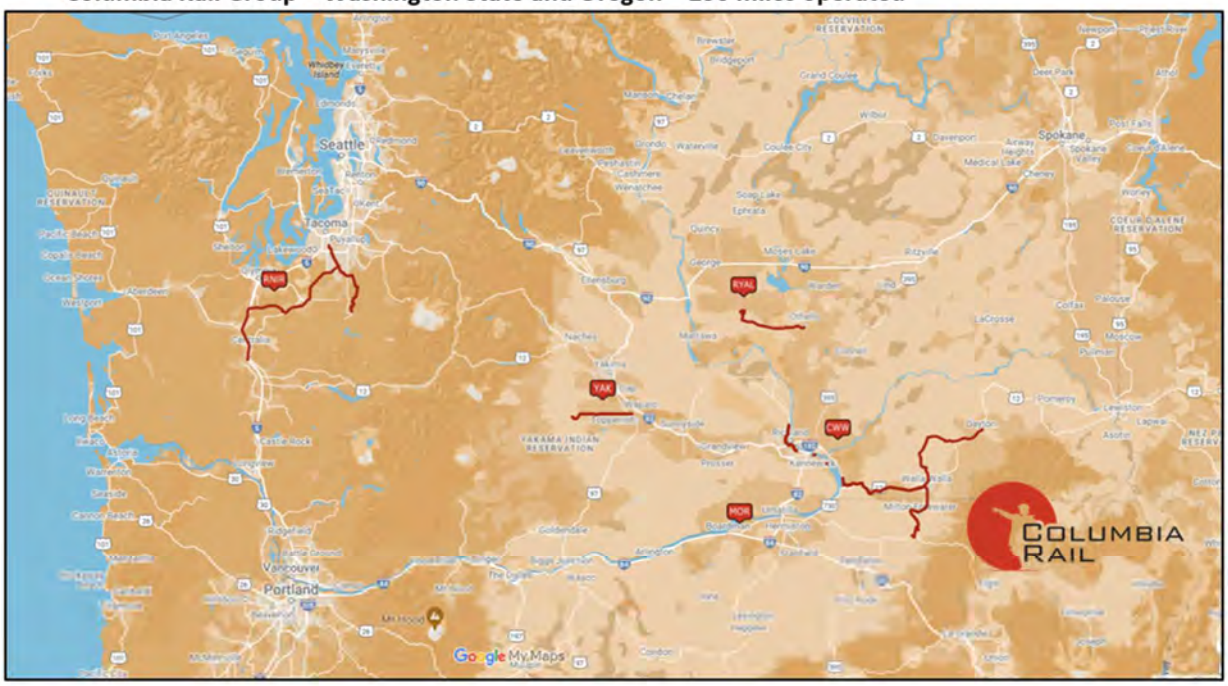
Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring to Union Pacific and Columbia Rail.

Sincerely,

Paul Didelius, President / Owner
CWW LLC, d.b.a. Columbia Rail
(208) 508-2735 pd@columbiarail.com

cc: Member Schultz
Member Hedlund

Columbia Rail Group – Washington State and Oregon – 250 miles operated



Interchanges –

RNIR: Centralia (BNSF), Chehalis / Lakeside (UP)	www.RAINIER RAIL.com	(360) 203-4442	office Tenino WA
CWW: Wallula (BNSF and UP)	www.columbiarail.com	(509) 492-3340	offices Walla Walla and Richland WA
YAK: Toppenish (BNSF)			
RYAL: Othello, via CBRW to BNSF (Connell)			

FREEDOM TERMINAL SERVICES

09.23.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Freedom Terminal Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At Freedom Terminal Services, we are a multi-commodity transload that supports the transportation of, *agricultural goods, manufactured products, chemicals, etc* to markets *nationwide*. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Freedom Terminal Services has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *customers* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

FREEDOM TERMINAL SERVICES

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mike Salek
Managing Principle
Freedom Terminal Services
402.631.7918

cc: Member Schultz
Member Hedlund

Gardendale Railroad, Inc.
Tel. (618) 632-4400 P.O. Box 99, O'Fallon, IL 62269

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, Gardendale Railroad is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations in LaSalle County Texas rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.

- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.

- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.

- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
Gardendale Railroad
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Goose Lake Railway is writing to express support for the proposed merger between Union Pacific and Norfolk Southern.

Since our inception in 2017, Goose Lake Railway has relied on Union Pacific as our interchange partner to move our mutual customers' freight to distant markets.

Operating a shortline railroad is challenging, even in the best of conditions. Operating in south-central Oregon and northeast California in two of the least-populated counties in each state brings additional challenges. Even though our interchange exists on a 100 mile long, low density branchline, Union Pacific has been a reliable partner. Not only are the interchange operations consistent and reliable, but Union Pacific has invested millions of dollars in the branch in recent years to maintain its long-term viability.

We believe that the proposed merger will enhance transportation competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

The prospect of enhanced opportunities for our customer base to utilize rail transportation is truly exciting!

Our nation needs a robust, financially sound rail transportation network for its continued success into the future.

As the honorable Surface Transportation Board members consider this matter, I respectfully ask that the opportunity this merger presents for positive outcomes across the shortline railroad community and broader national economy are fully considered.

Thank you for hearing my perspective on this proposed merger.

Respectfully submitted,

Toby J. Van Altvorst
Managing Member
Goose Lake Railway LLC
1410 S. 3rd Street
Lakeview, OR 97630

cc: Member Schultz
Member Hedlund

GLTR
RAILROAD

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Great Lakes Terminal Railroad (GLTR), I am writing to express our strong support for the proposed merger between Union Pacific (UP) and Norfolk Southern (NS).

As a Class III short line railroad, Great Lakes Terminal Railroad plays a vital role in linking regional industries to the national freight rail network. For many years, we have worked closely with both UP and NS to deliver efficient, reliable, and cost-effective transportation solutions. These partnerships are foundational to our operations and to the transloading services we provide through Great Lakes Reloading, which depend heavily on the connectivity and performance of these Class I carriers.

The proposed merger represents a forward-looking step for the American rail system. By combining the strengths, resources, and geographic reach of UP and NS, this unification will enhance national logistics efficiency, streamline interchanges, and create a stronger, more resilient network that benefits not only shippers and short lines like ours, but the American public as a whole.

We believe the merger will deliver several important advantages:

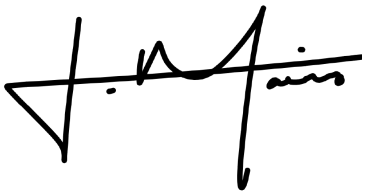
• **Enhanced Network Integration:** The combined system will improve routing efficiency and eliminate interchange delays, resulting in smoother, faster, and more predictable freight movement.
• **Improved Reliability and Service:** With greater operational coordination and shared infrastructure, service consistency will improve for short line partners and end users alike.
• **Investment and Innovation:** A unified network will have increased capacity to invest in infrastructure, safety technologies, and sustainability initiatives that strengthen long-term growth.
• **Economic and National Benefits:** A more cohesive transcontinental network will bolster American manufacturing, agriculture, and energy supply chains, directly supporting jobs and communities across the country.

At Great Lakes Terminal Railroad, we are proud to be part of America's freight backbone. The efficiencies and innovations this merger will bring are essential to keeping our industries competitive, our supply chains secure, and our nation moving forward.

We respectfully urge the Surface Transportation Board to approve this merger in recognition of the significant benefits it will bring to short line partners, shippers, and the broader U.S. economy.

Sincerely,

Joe Marias
Vice President, Operations
Great Lakes Terminal Railroad



cc: Member Schultz
Member Hedlund



9/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Gulf Inland Logistics Park/CMC Railroad is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our tenant and storage customers and ensure the safe, timely delivery of our products across the country. At Gulf Inland Logistics Park, our tenants transport steel products, scrap metal, lubricants, lime and various aggregates to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Gulf Inland Logistics Park has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific, Gulf Inland Logistics Park and other rail served industrial parks like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling our tenants to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

David Giandinoto
Vice President Rail Operations
Gulf Inland Logistics Park/CMC Railroad
dgiandin@cmcrailroad.com
402-203-1305

cc: Member Schultz
Member Hedlund

IDAHO NORTHERN & PACIFIC

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Idaho Northern & Pacific Railroad is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Idaho and Oregon and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jeff Short
General Manager
Idaho Northern & Pacific Railroad
jshort@rgpc.com
208-871-7734

cc: Member Schultz
Member Hedlund

September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In reference to: Proposed Union Pacific Railroad / Norfolk Southern Corporation

It's interesting to note that today's railroads carry 38–39% of domestic ton-miles and account for 15% of the total value of goods moved in the United States. By contrast, trucks move more freight by both total volume and total value. At one time, however, railroads held nearly a 90% market share of all freight.

> So how does the safest, cleanest, and least intrusive mode of transportation continue to lose share or remain flat in annual volumes?

In a nutshell, our industry lacks true coast-to-coast connectivity on a single line haul—from the West Coast to the East Coast and from the Northern States to the Gulf Coast. Trucks do this, but at a huge cost for the environment and taxpayers. In fact, the Government Accountability Office (GAO) has calculated that a typical tractor-trailer inflicts more than $13,000 of wear and tear damage annually on public roads and bridges. Meanwhile, annual licensing fees average only $4,300–$5,000 per truck. Taxpayers are effectively subsidizing the trucking industry at an epic level.

To summarize why it is mission critical to approve the UP/NS merger, rather than reject it, the business case can be distilled into five key calls to action:

[1] The UP/NS merger will dramatically accelerate connectivity, stimulate commerce, and eliminate a significant ongoing drain on our nation's budget.

[2] Rail truly is in entrepreneurial mode — 100% capitalism at its best. Trucking, by contrast, survives only through highway subsidies. That is not the spirit of America. On a level playing field, rail will prevail.

[3] Railroads are about the American worker. We pay excellent wages, provide strong retirement plans, and offer a generational career path for families across the country.

[4] Nobody wants a tractor pulling three trailers at high speed down the freeway next to a family minivan. That's the direction trucking is heading. Rail, on the other hand, has always been — and remains — the safest land-based mode of transportation in the world.

[5] The American rail network has vast untapped potential. We drive industrial growth like no other mode can. We have the capacity to expand alongside this great nation and the proven track record to do it.

In closing, Progressive Rail's **Iowa Traction Railway** urges the honorable members of the Surface Transporta[illegible]on Board to expeditiously approve the UP/NS partnership. Nothing else on wheels has the power to usher in America's next great Industrial Revolution.

Dave Fellon
Owner

Progressive Rail Inc
21778 Highview Ave
Lakeville MN 55044
612-791-3255

Ironhorse Resources, Inc.
Tel. (618) 632-4400 P.O. Box 99, O'Fallon, IL 62269

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, Ironhorse Resources is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations across multiple states, including Texas, New Mexico and Arizona, rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.

- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.

- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.

- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
Ironhorse Resources, Inc.
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term short line railroad partner of Union Pacific, Minnesota Prairie Line is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. Our short line railroad customers in Minnesota and South Dakota rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to achieve their supply chain needs and ensure the safe and timely delivery of goods.

We believe that the proposed merger will provide benefits for our short line railroad operations, the customers that we serve, and the communities in which we operate, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs. other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on our short line railroad operations.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Victor Meyers
President
Minnesota Prairie Line

cc: Member Schultz
Member Hedlund

Mount Hood Railroad
110 Railroad Avenue
Hood River OR 97031
541-387-4000

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Mount Hood Railroad Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of the Mount Hood Railroad, I am writing to voice our strong support for the proposed merger between Union Pacific and Norfolk Southern. From our base in Hood River, Oregon, we operate as both a community railroad and a vital connector for shippers who depend on Union Pacific's network to move products safely, efficiently, and competitively.

This merger holds tremendous promise for short-line partners like us, who serve as the first and last mile of America's rail system. Specifically, we see several key benefits that would directly strengthen our operations and the customers who depend on us:

- **Improved Reliability and Reach:** A unified transcontinental network will reduce handoffs and expand market access, giving our customers greater confidence in rail as a dependable supply chain solution.
- **Faster Transit Times:** Eliminating unnecessary interchanges will cut days from shipping schedules, making rail a more attractive and competitive alternative to trucking.
- **Investment in the Future:** The combined strength of Union Pacific and Norfolk Southern will unlock greater investment in infrastructure, technology, and equipment—improvements that will ripple down to short lines like ours, enhancing both capacity and safety.

As a railroad that not only delivers freight but also connects people to the beauty and heritage of the Columbia River Gorge, we recognize how essential strong Class I partners are to both our economy and our community. We believe this merger will deliver meaningful benefits—not only for Mount Hood Railroad, but for the thousands of local businesses and communities who depend on the broader rail network.

We appreciate the Surface Transportation Board's careful consideration of this merger and encourage approval in recognition of the value it brings to America's rail system and the communities it serves.

Thank you for your time and leadership.

Sincerely,

L. Scott Webster
CEO & Owner
Mount Hood Railroad
scott@mthoodrailroad.com | (541) 490-2900

cc: Member Schultz
Member Hedlund

NEBRASKA CENTRAL
RAILROAD

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Nebraska Central Railroad is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Nebraska and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

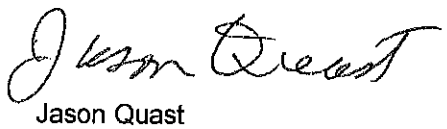
We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jason Quast
General Manager
Nebraska Central Railroad
jquast@rgpc.com
402-649-7802

cc: Member Schultz
Member Hedlund

NEW ORLEANS & GULF COAST
RAILWAY COMPANY

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, New Orleans & Gulf Coast Railway is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Louisana and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Michael Agee
General Manager
New Orleans & Gulf Coast Railway
magee@rgpc.com
682-321-0009

cc: Member Schultz
Member Hedlund

NETC

09.23.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term Shortline partner of Union Pacific, Northeast Texas Connector is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Northeast Texas and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for Shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternative.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Miguel Fernandez
Manager of Train Operations
Northeast Texas Connector
903.348.2933



NETC

cc: Member Schultz
Member Hedlund

September 22, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime Shortline partner of Union Pacific, the Oregon International Port of Coos Bay and the Coos Bay Rail Line are writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in the Willamette Valley as well in the southern coastal areas of Oregon and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for Shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

As you may be aware, the Oregon International Port of Coos Bay (the owner of the Coos Bay Rail Line), along with our private partners, has launched the Pacific Coast Intermodal Port Project (PCIP), which will allow container ships to load containers directly to rail at Coos Bay, Oregon. When the PCIP project is complete, up to 15,000 TEUs will traverse the line between Coos Bay and Eugene. The expanded access that this merger will provide to the PCIP project and the Coos Bay Rail Line is of great benefit to the local, regional and national economy.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brian Early
General Manger
Coos Bay Rail Line, Inc.
541-294-9139
bearly@coosbayrailline.com

cc: Member Schultz
Member Hedlund

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Port Rail is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in southwest Louisiana and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Derek Midkiff
Executive Director
Port Rail Inc

dmidkiff@portraillc.com

337-540-0440

cc: Member Schultz
Member Hedlund

PROGRESSIVE RAIL
INCORPORATED

One of the most epic accomplishments in United States history was the completion of the Transcontinental Railroad. On May 10, 1869, at Promontory Summit, Utah, the Golden Spike was driven into a hand-hewn wooden tie, forever linking East and West.

Fast forward 156 years, and today this Nation has another chance to achieve something epic—this time on a global stage. It's only fitting that America's largest railroad, Union Pacific, joins forces with Norfolk Southern to become exactly what our country needs to compete—and win—for every American citizen.

Today's business environment demands precision efficiency, real-time supply chain solutions, and a speed-to-market tempo that counts seconds, not days. By design, the UP–NS combination will deliver all of that—reviving American manufacturing, creating high-quality careers, and using commerce as a powerful conduit to connect people like never before. This is all being made possible by the same railroad that built America's first transcontinental line. Now, in partnership with Norfolk Southern, Union Pacific is ready to do it again—this time creating America's first truly seamless transcontinental railroad, stretching from the Atlantic to the Pacific.

As Mark Twain said, "History never repeats itself, but it often rhymes." The rhyme we're about to hear will be the sound of American agriculture feeding the world, auto and steel production with no equal, construction materials to build our future, energy exploration to export our resources, and everything else that drives global leadership in innovation, ingenuity, quality, and resolve. All of this is made possible when supply chains give every business—large or small—access to a worldwide market. That's why I fully support the Union Pacific Railroad–Norfolk Southern partnership.

Dave Fellon



President – Owner

Progressive Rail Incorporated

RAILMARK

A NEW TRAIN OF THOUGHT...SM

October 14, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of both railroads, Railmark Industrial Railway Inc (RIR) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in the rural communities of Iuka Mississippi and Mansfield Louisiana. Our railroad and the communities we serve rely on Union Pacific and Norfolk Southern to provide efficient, reliable, and cost-effective rail service and access to the nation's rail network. This and the vital commercial support they provide allows our railroad to meet the needs of our customers, ensuring the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Railmark understands that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. This merger will provide access to additional markets for our customers which will now be reached more competitively. These additional benefits for our customers will in turn contribute positively to the local economy. Access to a truly coast to coast rail network will greatly assist the rural communities which we serve, to be able to better attract economic growth opportunities which will benefit their citizens.

Thank you for your consideration of our perspective. Railmark looks forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

B. Allen Brown II, President & CEO
abrown@railmark.com
(309) 370-5160, Direct

cc: Member Schultz
Member Hedlund

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime short line carrier partner of Union Pacific, Rainier Rail, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

We operate across Western Washington on 80 owned miles – our network assembled since 2016 (please note 2nd page *service area map*). We and our shippers rely on Union Pacific to connect us with origins and destinations across the continent, and to provide efficient, reliable, and cost-effective rail service for safe and timely delivery of goods.

We are excited to see this transcontinental merger develop, as we see the following opportunities:

1. **Single line service for our accounts** – connecting the current western network of the UP into and through the Great Lakes and Gulf State regions
2. **Improved competitiveness of the rail industry** – the Transcontinental UP will be able to compete more readily on moves within the mid-continent, which moves currently are challenged (involving two shorter moves over each carrier's periphery)
3. **Enhanced competition and simplified networks** –a lot of mid-continent terminals and routes can be rebalanced / freed up for transportation utilization, vs. as currently dedicated to processing challenging interchange flows. This is true for the current major interchange terminals (Chicago, etc.) even for non-participants of this merger: interchange with these roads with UP or NS will be reduced, and will consolidate and simplify between these other major carriers

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We note the merger will be structured to enhance competition, and that other major carriers have many opportunities to organize their paths within a US transcontinental rail network era.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring to Union Pacific and Rainier Rail.

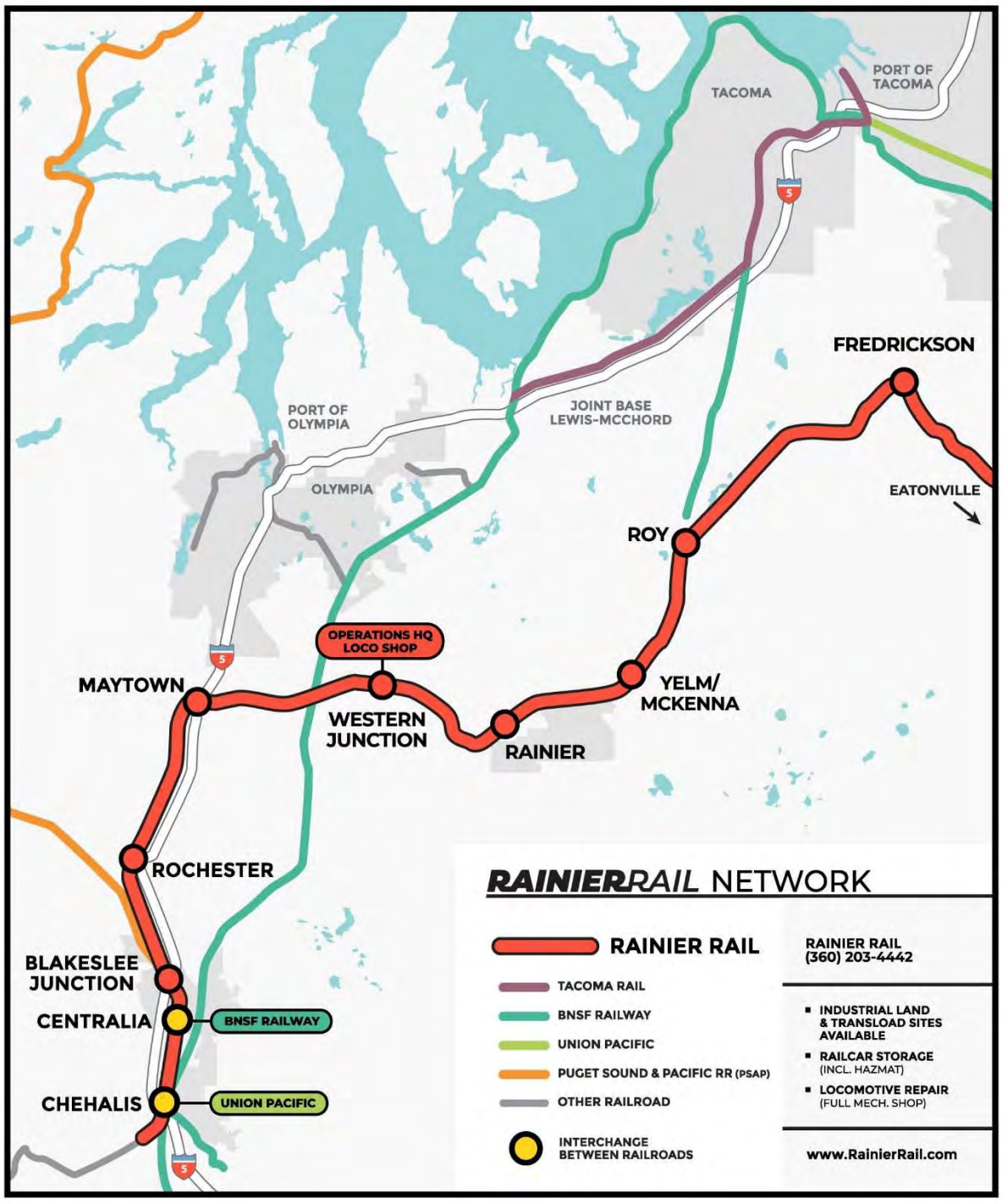
Sincerely,

Paul Didelius, President / Co-owner

Rainier Rail LLC

(208) 508-2735 pd@rainierrail.com

cc: Member Schultz
Member Hedlund


TACOMA
PORT OF TACOMA
FREDRICKSON
PORT OF OLYMPIA
JOINT BASE LEWIS-MCCHORD
OLYMPIA
EATONVILLE
ROY
OPERATIONS HQ LOCO SHOP
MAYTOWN
WESTERN JUNCTION
YELM/ MCKENNA
RAINIER
ROCHESTER
BLAKESLEE JUNCTION
CENTRALIA
BNSF RAILWAY
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www.RainierRail.com

Raritan Central Railway LLC

One Gateway Center
Suite 510B
Newton, MA
Phone: 617-388-3446
Fax: 617-244-0662

Eyal Shapira
President
eyal@railenterprisegroup.com

October 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the principal owner of the Raritan Central Railway, I strongly support the proposed merger with Norfolk Southern.

The Raritan Central Railway provides last-mile switching services to Norfolk Southern in Middlesex County, New Jersey. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for our customers as follow

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach and Business Growth:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eyal Shapira, President
Raritan Central Railway, LLC

cc: Member Schultz
Member Hedlund

LEVIN RICHMOND TERMINAL

To:
Honorable Members of the Surface Transportation Board
395 E Street SW
Washington, DC 20423-0001

RE: Letter of Support for the Acquisition of Norfolk Southern by Union Pacific

To Whom It May Concern,

On behalf of Richmond Pacific Railroad Corporation (RPRC), I am writing to express our strong support for the proposed acquisition of Norfolk Southern by Union Pacific. As a strategic partner and shortline railroad serving the San Francisco Bay Area, RPRC recognizes the transformative potential of this merger for the U.S. freight rail network.
The combination of Union Pacific and Norfolk Southern will create the nation's first truly transcontinental railroad, seamlessly connecting the East and West Coasts and unlocking new efficiencies for shippers and communities across the country. We believe this transaction will strengthen the supply chain, enhance service reliability, and foster economic growth in the region we serve.

Union Pacific has been a valued partner to RPRC, consistently demonstrating a commitment to operational excellence, safety, and collaboration. We are confident that the combined company will continue to invest in infrastructure, technology, and workforce development, benefiting not only our customers but also the broader rail industry.

RPRC urges the Surface Transportation Board to approve this acquisition, which we believe will deliver substantial public benefits, and ensure the continued vitality of America's freight rail system.

Thank you for your consideration.
Sincerely,

Chris Schaeffer
CEO Richmond Pacific Railroad Corporation

RIO GRANDE PACIFIC

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the owner of four shortline railroads that connect with our longtime partner Union Pacific, Rio Grande Pacific Corporation is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in six states and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for our customers whom we serve daily.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

Rio Grande Pacific has previously expressed our public support for the merger in press release dated August 22, 2025, (See attached press release.)

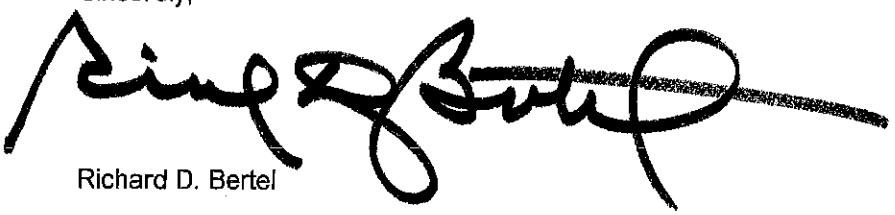
We understand that regulatory review is an important part of this process, and we urge the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy and encourage early regulatory approval.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

6100 Southwest Blvd. ▾ Suite 320 ▾ Fort Worth, TX 76109 ▾ Tel 817.737.5885 ▾ Fax 817.732.2610

www.rgpc.com

Sincerely,



Richard D. Bertel
CEO
rdbertel@rgpc.com
Rio Grande Pacific Corporation
817-287-8200

cc: Member Schultz
Member Hedlund

FOR IMMEDIATE RELEASE

Rio Grande Pacific Corporation Endorses Union Pacific–Norfolk Southern Merger; Sees Historic Opportunity for U.S. Freight Efficiency

FORT WORTH, TEXAS — August 22, 2025 — Rio Grande Pacific Corporation today announced its enthusiastic support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. The merger will create the first coast-to-coast freight railroad in American history, linking over 50,000 route miles of track across 43 states and reshaping the national logistics landscape.

As a leading short line and regional rail operator, Rio Grande Pacific Corporation views the merger as a positive step toward a more efficient, and competitive domestic freight rail system.

Richard Bertel, Chairman and CEO of Rio Grande Pacific, praised the merger's potential to improve rail transportation nationally:

"The proposed merger represents a reasoned and logical step forward for the national rail system. The combined network should unlock efficiencies that benefit all stakeholders—from large and small shippers, communities and consumers, and railroads and logistics providers. Rio Grande Pacific looks forward to collaborating with the newly combined railroad to help our shippers capitalize on new routing options, new potential markets and growing service enhancements.

"We've long advocated for greater operational alignment in the freight rail industry," Bertel added. "Union Pacific and Norfolk Southern as one, will deliver world class safety cultures, more reliable service, and new opportunities for regional railroads like ours to contribute to a dynamic national freight solution."

Rio Grande Pacific Corporation urges early regulatory approval of the merger, confident that the first truly Transcontinental Railroad will deliver the highest industry standards of safety, service, and innovation, while preserving the skilled workforce that powers the industry.

About Rio Grande Pacific Corporation

Rio Grande Pacific Corporation (RGPC) is a diversified, privately held, railroad holding company with regional freight and commuter railroads, technology, energy, heavy manufacturing and a variety of supporting subsidiaries that provide associated services across the U.S. These include 3rd party train dispatching, civil and signal design engineering, industrial switching and commercial real estate. The firm has completed international railroad consulting services and due diligence for governments, railroads and major international clients on six (6) continents over the past forty (40) years.

Operating in 23 States, our business units serve many Fortune 500 companies and offer a continuum of transportation and related services across numerous industries through synergistic business relationships. This entrepreneurial and often non-conformist style translates into growth that is strong, yet stable.

At RGPC, we know what it takes to operate within complex political, regulatory and logistical situations to move freight and passengers efficiently.

To learn more, join us at www.rgpc.com

RIO GRANDE PACIFIC
INDUSTRIAL
RAIL SERVICES

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As an industrial rail switcher, whose customers connect with Union Pacific and Norfolk Southern, Rio Grande Pacific Industrial Rail Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate at and rely on Union Pacific and Norfolk Southern to provide efficient, reliable, and cost-effective rail service, until they deliver traffic to our service locations, to meet the needs of our customers and ensure the safe, timely delivery of goods.
We believe that the proposed merger will enhance competition and yield significant benefits for our customers whom we serve daily.

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we urge the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy and encourage early regulatory approval.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Chris Stevens
Vice President
cstevens@rgpc.com
Rio Grande Pacific Industrial Rail Services
817-909-5593

cc: Member Schultz
Member Hedlund

Rio Valley Switching Company
Tel. (618) 632-4400 P.O. Box 99, O'Fallon, IL 62269

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, Rio Valley Switching Company is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations in South Texas (Cameron County and Hidalgo County) rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.
- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.
- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.
- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
Rio Valley Switching Company
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

San Pedro Valley Railroad, LLC
Tel. (618) 632-4400 P.O. Box 99, O'Fallon, IL 62269

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, San Pedro Valley Railroad, LLC is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations across Cochise County, Arizona rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.

- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.

- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.

- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
San Pedro Valley Railroad, LLC
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

Santa Teresa Southern Railroad
Tel. (575) 589-1129, 5001 Avenida Creel, Santa Teresa, NM 88008

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, Santa Teresa Southern Railroad is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations in Santa Teresa, New Mexico rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.

- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.

- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.

- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
Santa Teresa Southern Railroad
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

SIERRA

1745 Enterprise Boulevard
West Sacramento, California 95691
Tel: 530-666-9646

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime short line partner of Union Pacific, Sierra Northern Railway is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in West Sacramento, California, Oakdale, California and Ventura, California and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.
We believe that the proposed merger will enhance competition and yield significant benefits for short line partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kennan H. Beard III
President and CEO

cc: Member Schultz
Member Hedlund

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term short line railroad partner of Union Pacific, Sisseton Milbank Railroad is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. Our short line railroad customers in Minnesota and South Dakota rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to achieve their supply chain needs and ensure the safe and timely delivery of goods.

We believe that the proposed merger will provide benefits for our short line railroad operations, the customers that we serve, and the communities in which we operate, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs. other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on our short line railroad operations.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Victor Meyers
President
Sisseton Milbank Railroad

cc: Member Schultz
Member Hedlund

Southern Switching Company
Tel. (618) 632-4400 P.O. Box 99, O'Fallon, IL 62269

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support – UPRR/NS Merger

Dear Chairman Fuchs,

As a long-standing short line partner of Union Pacific, Southern Switching Company is pleased to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our operations in Abilene, Texas rely on Union Pacific to deliver dependable, cost-effective rail service and to seamlessly connect with our network to meet the needs of our customers.

We believe this merger will generate meaningful advantages for short line partners such as ours, including:

- Greater Network Efficiency: The combined system will provide more direct routings and added flexibility, reducing the likelihood of service interruptions.

- Faster Transit Times: By reducing interchanges, the unified network will eliminate delays and allow rail shipments to reach markets several days sooner, strengthening rail's competitiveness against other modes of transportation.

- Expanded Investment Capacity: A coast-to-coast network will be better positioned to make substantial investments in infrastructure, technology, and equipment that improve service quality, expand capacity, and enhance safety.

- Broader Market Reach: The merger will allow our customers to access a wider range of markets under a single system, opening new opportunities and making our services more competitive.

We recognize that a thorough regulatory review is essential, and we respectfully encourage decision-makers to carefully weigh the positive impact this merger will have on businesses like ours, our customers, and the broader economy.

Thank you for considering our perspective. We look forward to the continued partnership and the stronger service platform this merger will create.

Sincerely,

Matt Cundiff
President
Southern Switching Company
matt@ironhorseresources.com

cc: Member Schultz
Member Hedlund

Dear Honorable Chairman Fuchs,

The typical American family spends approximately 9% of their income on food — about $7,316 per year. Meats, poultry, fish, and eggs account for the largest share of that spending, followed closely by fruits and vegetables.

Interestingly, transportation represents about 9% of the retail cost of food within the overall supply chain.

There is a proven way to deliver fresh, frozen, and packaged foods and beverages more efficiently to markets across the United States. This mode — riding on steel wheels guided by steel rails — moves like none other, with unmatched efficiency and reliability.

The newly proposed Union Pacific Railroad / Norfolk Southern Corporation partnership offers an unprecedented opportunity to strengthen that network. From apples to zucchini, this transcontinental connection could move food faster and more cost-effectively than the all-highway alternative.

Progressive Rail's St. Paul & Pacific Railroad Company, based in Watsonville, California, proudly serves a region that produces cauliflower, broccoli, lettuce, strawberries, raspberries, and the famous Martinelli's Sparkling Fruit Juices. Today, most of these products travel to market by tractor-trailer. However, with a true coast-to-coast rail corridor, frozen strawberries and sparkling apple juice could move with greater purpose and priority — ultimately allowing American consumers to pay less for fresh, healthy, domestically grown food.

By linking the Atlantic and Pacific regions of our nation through an efficient, safe, and temperature-controlled rail network, we can advance both economic and environmental goals while supporting America's farmers and families.

Thank you for considering Progressive Rail's letter of support.

Sincerely,
Dave Fellon
Progressive Rail, Inc. / St. Paul & Pacific Railroad
Air Lake Industrial Park
21778 Highview Avenue
Lakeville, Minnesota 55044



TACOMA RAIL

2601 SR 509 North Frontage Road

Tacoma, Washington 98421

TACOMA PUBLIC UTILITIES

November 10, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a longtime short line partner and service provider with Union Pacific, Tacoma Rail is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern railroads. We operate in the Port of Tacoma gateway and rely on Union Pacific to provide efficient, reliable, cost-competitive rail service to meet the needs of our customers and ensure the safe and timely delivery of goods.

Considering that our location is the terminus for Union Pacific on the West coast, we are hopeful that the proposed merger will enhance competition and yield significant benefits for short line partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service delays and disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination could remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

As one of the larger Class III railroads, it is imperative that this proposed merger safeguards customer focus and enhances the vital role short lines play in the first and last mile of rail shipments.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring. Please don't hesitate to contact me with any questions or concerns.

Sincerely,

Alan Matheson

Alan Matheson
Superintendent
Tacoma Rail/Tacoma Public Utilities
Amatheson@tacoma.gov
(253) 502-8934

cc: Member Schultz
Member Hedlund

BLACKLANDS
RAILROAD

10/02/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Blacklands Railroad is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Overton and Mount Pleasant, TX and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Beau Maida

Beau Maida
CEO
Blacklands Railroad
Bmaida@blacklandsrailroad.com

cc: Member Schultz
Member Hedlund

Tri-Valley ▲ San Joaquin Valley
REGIONAL RAIL AUTHORITY

11/12/2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW
Washington, DC 2042

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

I am the Executive Director of the Tri-Valley—San Joaquin Valley Regional Rail Authority. I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern. As a leader of a public agency developing a commuter railroad operation that may share facilities with Union Pacific, I believe that company's economic vitality is an important concern of our agency and our constituents.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth, it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

· **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.

· **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

· **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.

· **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads, it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Kevin Sheridan
Executive Director/CEO
Tri-Valley – San Joaquin Valley Regional Rail Authority
2600 Kitty Hawk Road, Suite 103. Livermore, CA 94551
Email: ksheridan@valleylinkrail.com
Phone: (209) 403-4340

ValleyLink
Connecting People, Housing, and Jobs

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 30, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Tulsa-Sapulpa Union Railway is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate throughout urban and metropolitan areas in west Tulsa, Oklahoma and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Kevin Tucker
Vice-President and General Manager
Tulsa-Sapulpa Union Railway
(p) 918.638-4009 | (e) ktucker@tsurailway.com

cc: Member Schultz
Member Hedlund

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term short line railroad partner of Union Pacific, Twin Cities & Western Railroad Company is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern. Our short line railroad customers in Minnesota and South Dakota rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to achieve their supply chain needs and ensure the safe and timely delivery of goods.

We believe that the proposed merger will provide benefits for our short line railroad operations, the customers that we serve, and the communities in which we operate, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs. other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on our short line railroad operations.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Victor Meyers
President
Twin Cities & Western Railroad Company

cc: Member Schultz
Member Hedlund

11 EAST CHURCH ST
SEA BRIGHT, NJ 07760
P: (732) 842-0912
WTNNagent@wtnnrr.com

WEST TENNESSEE RAILROAD
Est. 1984

1061 JAMES BUCHANAN DR
JACKSON, TN 38301
P: (731) 422-6286
www.wtnnrr.com

10/31/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Norfolk Southern, The West Tennessee Railroad, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in western Tennessee and rely on Norfolk Southern to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



JJ Hohorst
President
The West Tennessee Railroad, LLC
jhohorst@wtnnrr.com
(732) 842-0912

cc: Member Schultz
Member Hedlund

WICHITA, TILLMAN & JACKSON
RAILWAY CO., INC.

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime shortline partner of Union Pacific, Wichita, Tillman & Jackson Railway is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Texas and Oklahoma and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Robert Bach
Vice President
Wichita, Tillman & Jackson Railway
rbach@rgpc.com
817-360-7484

cc: Member Schultz
Member Hedlund

WILLAMETTE VALLEY RAILWAY COMPANY

P.O. Box 917
McMinnville, OR 97128
(503) 474-1892
FAX (503) 474-9333

September 29, 2025

The Honorable Patrick J. Fuchs
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime short line partner of Union Pacific, Willamette Valley Railway is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our railroad operates in Oregon. We are a small family-owned business that continues serving Oregon business's for over 45 years. We have a diversified portfolio of products we bring in to Oregon. Which include deicer, coal, lime, corn syrup, plastic's, fertilizer, cement, sand, animal feed and frozen products. It is essential to our business that Union Pacific continues to innovate and provide efficient, reliable and cost-effective rail service to our interchange point at Woodburn, Oregon. We have several products that come from the East Coast and this merger will help our customers receive their goods in a timelier and more cost-effective manner.

We know that this proposed merger will enhance competition and create more benefits for all of Union Pacific's partners like us, including:

- **Reduced Transit Times:** By eliminating interchanges where cars are handed off and streamlining the operations of both railroads will provide quicker and safer transit times across the whole network.
- **Increased Investment:** Creating a transcontinental railroad will allow the Union Pacific to invest more in their infrastructure, technology and equipment, further improving service quality, capacity and safety.

We understand that regulatory review is an important part of this process, we encourage all parties involved in making this decision to carefully consider the positive impact this merger will have on the economy and businesses like mine across the country.

Thank you for your consideration of our perspective. We look forward to our country growing through the continued partnership and enhanced service this merger will bring,

Sincerely,
David Root Jr
President
Willamette Valley Railway
503-877-8226
Willamettevalleyrailway@yahoo.com

October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

In reference to: Wisconsin Northern Railroads **support of the UP - NS partnership.**

America's industrial landscape is continually evolving. However, the one constant is that our Nation's railroads continue to innovate and adapt to change. Speaking of change, with the proposed Union Pacific Railroad and Norfolk Southern Corporation merger, the immediate downstream trifecta win is as follows:

[1] Progressive Rail's Wisconsin Northern Railroad proudly serves Northwest Wisconsin, which happens to be our Nation's largest production area of kidney and garbanzo beans. Even better, a single-line haul from Norma, Wisconsin to Miami, Florida—where many wholesalers are located—will be dramatically more efficient than a two-line haul move.
More importantly, the Union Pacific Railroad's newly proposed network will be far more efficient than tractor-trailers traveling 1,576 miles to handle just one truckload of kidney beans. A single modern boxcar carries the payload of four truckloads. When kidney bean farmers can ship their nutrient-dense products on one railroad over 1,576 miles, every citizen in America benefits—with safer highways, fewer carbon emissions, and relief from the fact that annual trucking license fees don't even come close to covering infrastructure costs. In fact, according to our own Government Accountability Office, fees collected cover only about 50% of rebuild and repair costs.
Unburdening the American taxpayer from the endless cycle of trucks destroying bridges and freeways is a huge win for America.

On a side note, please do not support what the American Trucking Association is proposing: raising weight limits from 80,000 pounds to 97,000 pounds, and permitting 110,000-pound triple-trailer rigs. The risks to motorists—not to mention the added damage to federal infrastructure—are simply a bridge too far, both literally and figuratively.

[2] Industrial development flourishes along the most effective supply chains. The newly proposed 52,215-mile network, spanning forty-three states, is an economic development machine like no other.

[3] America is competing on a world stage, but we also have a massive amount of ground to cover. For perspective, Germany is only about 2.5 times larger than Wisconsin. Now, consider forty-nine more states—many countries don't even face the vast distances we must overcome to reach ports and other centers of commerce. America is huge, and we need a huge railroad to level the playing field with other nations.

Mr. Fuchs, thank you for reviewing Progressive Rail's letter of support. From our perspective here in Northwest Wisconsin, this is not merely a merger — it is an economic development conduit of such scale and scope that it only makes sense when you overlay the UP/NS network across our great country.

Dave Fellon
Owner & President

Wisconsin Northern Railroad
612-791-3255



YREKA WESTERN RAILROAD ®

Serving Shasta Valley and Siskiyou County California Since 1889

October 14, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Since 1889 our railroad has been an interchange partner with the Union Pacific Railroad and its predecessors Central Pacific and Southern Pacific railroads. Today the Yreka Railroad Company, doing business as, the Yreka Western Railroad (YW) is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. The YW operates between the rural communities of Yreka and Montague in Siskiyou County California. The YW and the communities that we serve, rely upon the Union Pacific to provide efficient, reliable, and cost-effective rail service and access to the nation's rail network. This and the vital commercial support they provide allows our railroad to meet the needs of our customers, ensuring the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for shortline partners like us, including:

- **Improved Service Reliability**: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

The YW understands that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

This merger is of vital interest in the continued success of not only the YW, but the entire top nine (9) northern counties in the State of California which is heavy centered on agricultural and wood products. Due to rail abandonments over the decades, these nine counties are left with few, if any, rail system access. Inbound fertilizers from Asian markets continue to access our markets through Vancouver in Canada by ship and then trucked down on U.S. highways which counters the ability of the YW's U.S. customers to gain access to the northern California agricultural markets with a better, U.S. produced fertilizer product. Our railroad uniquely terminates at a transload facility right off U.S. Interstate 5, providing multiple points of access to customers in a service area which approximates 20% of the State of California – the largest state in the country in terms of population. Agriculture is vital to our nation's continued interest as our population is expected to increase by another two hundred million people by the year 2050.

This merger, creating a true coast-to-coast railroad, would being tremendous rail economic opportunities to rural northern California. This combination would provide access to additional markets for our customers, which would now be reached more competitively and efficiently. These additional benefits for our customers will in turn contribute positively to the local economies. Access to a truly coast to coast rail network will provide our rural communities which we serve, with better resources and economic development tools to attract economic growth and benefit their citizens.

Thank you for your consideration of our perspective. The Yreka Railroad Company looks forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

B. Allen Brown II, President & CEO
abrown@railmark.com
(309) 370-5160, Direct

cc: Member Schultz
Member Hedlund

Marina
Secretaría de Marina

Guaymas, Sonora, October 1, 2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, ***Port Authority of Guaymas, Sonora, México*** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our customers* and ensure the safe, timely delivery of our products across the country. At ***Port Authority of Guaymas, Sonora, México***, we transport mostly bulk minerals to markets *onto the rest of the world*. The American freight rail Network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that ***Port Authority of Guaymas*** has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific *partners* like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more *customers*, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant Authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Guillermo Von Borstel
Marketing Director
Port Authority of Guaymas

cc: Member Schultz
Member Hedlund

2025 Año de La Mujer Indígena

PORT OF GREATER BATON ROUGE

Post Office Box 380 • Port Allen, Louisiana 70767-0380 • Phone (225) 342-1660 • Fax (225) 342-1666 • www.portgbr.com

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Port of Greater Baton Rouge, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Jay Hardman

Jay Hardman, P.E.
Executive Director

cc: Member Schultz
Member Hedlund

Port of Louisville

Joe Tegart: 502-744-9048 Pres
Greg Cantrell: 502-594-9791VP
Chris Keeling: 502-553-8497
Port Office 502-937-9995
Fax at Port 502-937-2944
Fax at Business Office 812-951-2485
Email Addresses:
gcantrell@portoflouisville.com
ckeeling@portoflouisville.com
jtegart@portoflouisville.com
EIN: 20-5508799

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
305 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a longtime customer of the Norfolk Southern Railroad, the Port of Louisville is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country and around the world. At the Port of Louisville, we transport raw materials for cement manufacturing, finished steel products heading to fabricators and steel product manufacturers, agricultural goods destined for U.S. and foreign consumption, fertilizer to support North American crop production and products used by homeowners across the region. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that the Port of Louisville has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Norfolk Southern customers like the Port of Louisville, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.

- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove days from transit times, enable us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access broader geographic footprint will allow us to better serve our customers and reach new ones.
- Increase competition and reduce costs: By having an expanded choice of ports and routes for imported cargo and exported cargo, competition between ports and rail lines is increased and operational and cost efficiencies are maximized, leading to increases in volumes, opportunities and commerce.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours, our customers and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Gregory P Cantrell
Co-Owner
Port of Louisville
gcantrell@portoflouisville.com
502-594-9791

PORT NOLA
THE PORT OF NEW ORLEANS

BETH A. BRANCH
President & CEO
1350 Port of New Orleans Place
New Orleans, LA 70130
O: 504-528-3201
Beth.branch@portnola.com

November 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

On behalf of the Port of New Orleans (Port NOLA), I am writing to express support for the proposed Union Pacific (UP) and Norfolk Southern (NS) merger and to emphasize the critical importance of the New Orleans rail gateway to the State of Louisiana, the broader Gulf region, and the national freight network.

Freight rail plays a central and irreplaceable role in the economic competitiveness of the Gulf Coast and the heartland of America. Our region – and Louisiana in particular – serves as a major conduit for the movement of agricultural products, energy commodities, manufactured goods, and industrial materials that power the U.S. economy. The ability of these industries to access national and global markets depends on secure, reliable, and efficient supply chains—with rail connectivity as a cornerstone of that system.

Both UP and NS have long been valued transportation partners for Port NOLA. Their networks provide essential connections that serve our tenants, support regional industries, and ensure access to customers across the country. Equally important is the strong working relationship between the two railroads. Their sustained collaboration in the New Orleans rail gateway has been vital to maintaining fluid, dependable operations and remains a critical factor for the future success of the Louisiana International Terminal, one of the most significant infrastructure investments in the state's and nation's history.

A fluid, resilient, and competitive rail network is essential not only for Louisiana's economy but for the reliability and performance of supply chains nationwide. Enhancements that improve service consistency, reduce transit times, strengthen interchange efficiency, and increase network capacity directly benefit Port NOLA's customers and the broader commercial and industrial sectors that rely on our multimodal gateway. As global supply chains continue to evolve, it is imperative that the New Orleans rail gateway remains a strong, well-invested, and operationally sound link within the national freight system.

As discussions regarding the proposed merger advance, Port NOLA appreciates the opportunity to underscore the importance of a rail system that continues to meet the needs of a diverse customer base while supporting the long-term economic growth of Louisiana and the region. Ensuring that the New Orleans gateway maintains its efficiency, competitiveness, and strategic positioning is critical to the health of national and international freight flows.

Port NOLA looks forward to continued collaboration with UP, NS, and all stakeholders as we work together to strengthen rail connectivity, enhance supply chain performance, support industrial growth, and promote a sustainable and competitive transportation network for decades to come.

Sincerely,

Beth A. Branch

Beth A. Branch
President & CEO

cc: Member Schultz
Member Hedlund

PORT OF STOCKTON

Phone: (209) 946-0246

Fax: (209) 465-7244

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, the Port of Stockton (California), is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our many diverse liquid bulk, dry bulk, breakbulk, and project cargo customers and ensure the safe, timely delivery of our products across the country. At the Port of Stockton, we import over 95% of the fertilizer used in the Central Valley to grow more than 25% of the nation's food, along with building materials (e.g., cement, lumber, steel products), as well as exporting coal, sulphur, and renewable/biodiesel to local, regional, statewide, nationwide, and international markets. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that the Port of Stockton has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers and partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Kirk DeJesus
Executive Director
(209) 946-0246
kdejesus@stocktonport.com

cc: Member Schultz
Member Hedlund

Port of Little Rock

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Director of the Little Rock Port Authority, I am writing to express my support for the proposed merger between Union Pacific and Norfolk Southern. The Little Rock Port Authority supports any merger, acquisition or realignment that benefits freight movements across America.

The movement of freight by rail is key to the Little Rock Port Authority's success as Arkansas largest industrial park. Access to rail improves our industry's logistical choices and helps keep manufacturing cost. We know that moving freight by rail is one of the most economical ways to move freight and it is important to support ways that enhance that concept. Union Pacific has long been an essential transportation partner for the Port of Little Rock, providing efficient, reliable and cost-effective service to businesses large and small.

As I understand the proposed merger, it appears to offer an opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

10600 Industrial Harbor Drive • Little Rock, Arkansas 72206 • (501) 490-1468 • PortofLittleRock.com

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Bryan Day
Executive Director

cc: Member Schultz
Member Hedlund

Greater Nogales
Santa Cruz County
PORT AUTHORITY

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transporta; on Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket No.: FD 36873

Dear Chairman Fuchs:

On behalf of the Greater Nogales Santa Cruz County Port Authority, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Nogales serves as a critical gateway for nearly 7 billion pounds of fresh produce entering the United States from Mexico each year, as well as more than $30 billion in manufactured goods. To date, trucking has been our only reliable means of distribution. The proposed merger offers a transformative opportunity to address longstanding logistical challenges and to expand rail as a viable, competitive transportation option for the industries we support.

A stronger, more integrated rail network is essential for efficiently moving goods from our region to markets across the country — from the West Coast to the Midwest and East Coast — where consumers depend on timely, affordable access to quality products. Previous efforts to ship fresh produce by rail from Nogales to Philadelphia took more than 13 days due to complex switching, transfers, and coordination among multiple carriers. We believe this merger could significantly reduce transit times, improve reliability, and make rail a competitive alternative to trucking.

Multimodal options that are predictable, reliable, and cost-effective are vital not only to Nogales but to the broader U.S. economy. As Arizona's only rail gateway to Mexico, Nogales is a strategic national asset — critical to resilient supply chains, efficient mobility, and long-term economic growth.

We look forward to continuing our strong partnership with Union Pacific and to working with the new, combined company to advance the logistics solutions that our region and nation need. We respectfully urge the Surface Transportation Board to approve this merger in recognition of the significant benefits it will deliver to Nogales and the U.S. economy.

RespecJ ully,

Joshua Rubin, Chairman

P.O. Box 4518
Rio Rico, AZ 85648

www.nogalesport.org

The Port OF Hueneme
Oxnard Harbor District

BOARD OF HARBOR COMMISSIONERS
Jess J. Ramirez President
Jason T. Hodge Vice President
Mary Anne Rooney Secretary
Jess J. Herrera Commissioner
Celina L. Zacarias Commissioner

PORT MANAGEMENT
Kristin Decas CEO & Port Director

Foreign Trade Zone #205
WORLD TRADE CENTER® OXNARD

November 13, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Reg: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern — recognizing the significant benefits this will bring to our state's economy and key regional assets such as the Port of Hueneme.

The Port of Hueneme is one of the most productive and efficient commercial trade gateways for niche cargo on the West Coast and consistently ranks among the top ten U.S. Ports for automobiles and fresh produce. Port operations support the community by bringing $2.8 billion in economic activity and creating 25,000 trade-related jobs. Trade through the Port of Hueneme generates more than $236 million in direct and related state and local taxes, which fund vital community services.

Union Pacific supports the Port of Hueneme's supply chain by providing critical rail connectivity and logics services that enhance cargo movement efficiency by reducing congestion and strengthening regional trade infrastructure. Union Pacific serves as a key rail link between the Port and inland markets, enabling the efficient movement of goods such as automobiles, agricultural products, and consumer goods.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to large and small businesses. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

For the Port of Hueneme — an essential gateway for agricultural exports, automotive imports, and regional commerce — this merger promises to enhance freight connectivity, provide faster turnaround times, and improve access to inland markets. These improvements will help the port remain competitive by continuing to support thousands of jobs and millions of dollars in economic activity across the region.

This merger is about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

We respectfully ask for your support to give full and favorable consideration to this proposal.

Sincerely,



Kristin Decas
CEO & Port Director

THE PORT OF LOS ANGELES
425 S. Palos Verdes Street Post Office Box 151 San Pedro, CA 90733-0151 TEL 310-SEA-PORT portoflosangeles.org

Karen Bass, *Mayor, City of Los Angeles*
Board of Harbor Commissioners: Lucille Roybal-Allard, *President*; John A. Pérez, *Vice President*; Yolanda M. De La Torre, *Commissioner*; Edward R. Renwick, *Commissioner*; I. Lee Williams, *Commissioner*
Eugene D. Seroka, *Executive Director*

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

SUBJECT: STRONG SUPPORT FOR UNION PACIFIC CORPORATION AND NORFOLK SOUTHERN CORPORATION ACQUSITION, DOCKET: FD36873

Dear Chairman Fuchs:

On behalf of the Port of Los Angeles, the nation's premier trade gateway and the busiest container port in the Western Hemisphere, I am writing to express my strong support for the proposed acquisition of Norfolk Southern Corporation by Union Pacific Corporation. The efficiency of the U.S. supply chain, which originates here in the San Pedro Bay, is inextricably linked to the fluidity of our national freight rail network.

This acquisition, which proposes to create the country's first truly **transcontinental railroad**, represents a vital and timely step forward in strengthening the resilience and competitiveness of American logistics. The formation of a seamless, single-line service from the Pacific to the Atlantic will yield tangible benefits critical to port operations:

- **Enhanced Operational Fluidity and Velocity**: By eliminating multiple interchanges and car hand-offs, we anticipate significant **reductions in transit times** and improved service reliability for intermodal cargo moving out of our terminals. This is the single most effective way to prevent the crippling port congestion that has recently plagued the national supply chain.

- **Infrastructure Investment:** The combined financial strength of this new entity will position it to accelerate multi-billion-dollar investments in **modern infrastructure**, digital technology, and enhanced safety protocols that are necessary to handle increasing cargo volumes and keep our gateway competitive.

- **Expanded Market Access:** The unified network expands the reach and speed-to-market for American exports, especially those generated in the West, thereby reinforcing the Port of Los Angeles' role in driving national economic growth and increasing the velocity of critical supply chains.

This merger is a strategic imperative that secures the future of our nation's freight transportation network. It is a necessary move to support our economy and ensure that American freight rail remains globally preeminent.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the profound and necessary benefits it will bring to the Port of Los Angeles and the entire national economy.

Sincerely,



EUGENE D. SEROKA
Executive Director

cc: Member Schultz Member Hedlund

EDS:DJL:ccr

CADDO BOSSIER
PORT COMMISSION

6000 Doug Attaway Blvd. | Shreveport, LA 71115 | P (318) 524-2272 | F (318) 524-2273 | port@portcb.com | www.portcb.com

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger;
Docket Number: FD 36873

Dear Chairman Fuchs:

In the northeast region of the State of Louisiana, the Caddo-Bossier Parishes Port Commission (the "Port Commission") is the premier economic development engine in Caddo and Bossier Parishes. Most certainly, a reliable rail service is essential for our local economy, businesses, and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion, and expanded market reach for our businesses. It also means continued investment in rail infrastructure, enhancing safety, creating jobs, and ensuring our community remains competitive in a growing economy.

On behalf of the Caddo-Bossier Parishes Port Commission, I respectfully request the Surface Transportation Board to approve this merger to allow the Port Commission to take advantage of the efficiencies, investments, and economic development opportunities to facilitate the transportation of commodities locally, nationally, and across the globe.

Sincerely,

Eric England
Executive Port Director

CC: Member Schultz
Member Hedlund

"This institution is an equal opportunity provider and employer."

MEMBERS: Joshua K. Williams, President; Judge Stephen V. Callaway (Ret.), Vice President; James D. Hall, Secretary Treasurer; Walter O. Bigby Jr.; Erica R. Bryant; Brian Crawford; Sam N. Gregorio; Roy Griggs; Rick C. Prescott

EST. 1926

PORT OF LAKE CHARLES

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As the Executive Director of the Port of Lake Charles, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, supporting our farmers and connecting our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

1611 W. Sallier St. | Lake Charles, LA 70601
337-439-3661 | 337-493-3523 fax | portlc.com

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Richert L. Self
Executive Director

RLS/kmb

cc: Member Schultz
Member Hedlund

PORT OF MONTANA

P.O. Box 3641 Butte, Montana - 59702 Phone: 406-723-4321 Fax: 406-782-8510

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs,

As a longtime transload partner of Union Pacific, The Port of Montana is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in Silver Bow, MT and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for transload partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Kathy Fasso
General Manager
Port of Montana
Kathy@portofmontana.org

cc: Member Schultz
Member Hedlund

UTAH INLAND PORT AUTHORITY

Moving Utah Forward

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs and Members of the Board:

The Utah Inland Port Authority (UIPA) is a state entity committed to strengthening Utah's freight infrastructure, expanding market access, and reducing roadway congestion by shifting more goods onto rail. Utah consistently ranks among the fastest-growing states in the nation, and with that growth comes mounting pressure on our transportation networks. Strategic rail expansion is environmentally responsible and essential to sustaining Utah's economic momentum.

Union Pacific has long been a foundational partner in Utah's economic development. Their continued investment in our communities has supported commerce, connected markets, and created opportunities for generations. While details of the proposed merger with Norfolk Southern are still pending, we believe a well-designed merger of this type has the unique opportunity to build upon this foundation and deliver significant benefits for Utah businesses, shippers, and communities. It is our desire that this merger will accomplish the following objectives:

- **Improved Service Reliability:** Integrated operations and streamlined routes should help reduce disruptions and improve schedule dependability. This level of reliability should make rail more competitive with other modes of transportation, such as trucking, while addressing security risks.

- **Reduced Transit Times and Lower Costs:** More direct service should accelerate the movement of goods and reduce handling. This in turn must reduce costs for Utah shippers and enable them to compete more effectively in the global marketplace. Faster, more efficient rail service at competitive rates provides a viable alternative to long-haul trucking, strengthening both economic and environmental outcomes.

801.538.8950 ■ inlandportauthority.utah.gov

- **Increased Investment:** A stronger rail network must be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems across the entire network–not just coastal states. These are critical steps toward securing supply chains and keeping organized crime and other bad actors out of the transportation network.

- **Expanded Market Reach at Competitive Rates:** Greater connectivity must open new opportunities for Utah products, strengthen supply chain resiliency across industries, and make Utah manufacturers significantly more competitive in markets across the United States.

This transcontinental merger represents a forward-looking investment in the future by connecting our nation's freight transportation system coast to coast. It has the ability to enhance capacity, reduce costs to shippers, support economic development, and ensure that American freight rail remains a competitive, sustainable, and reliable network.
If these objectives can be met, we respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal.

Sincerely,



Ben Hart
Executive Director
Utah Inland Port Authority
cc: Member Schultz
Member Hedlund

Inland Empire Distribution Systems, Inc.

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, IEDS Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At IEDS Logistics, we transport aerospace, structural steel, pipe, lumber, beer, construction products to/from markets in the Pacific Northwest and nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that IEDS Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Inland Empire Distribution Systems, Inc.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Matthew Ewers

Principal, Senior Vice President
IEDS Logistics
mattewers@ieds.net

cc: Member Schultz
Member Hedlund

PORT of WALLA WALLA
JOB CREATION • TRANSPORTATION

45 Terminal Loop Road, Suite 210
Walla Walla, WA 99362
Walla Walla Regional Airport
Walla Walla, WA 99362-2269

Phone (509 525-3100 • FAX (509) 525-3101 • www.portwallawalla.com • www.wallawallaairport.com

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: PORT OF WALLA WALLA, WA - SUPPORT FOR UNION PACIFIC AND NORFOLK SOUTHERN MERGER

Dear Chairman Fuchs:

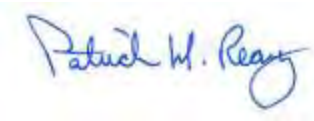
The Port of Walla Walla supports the merger proposal between Union Pacific Railroad and Norfolk Southern Railroad. The Port of Walla Walla is the lead economic development agency for Walla Walla County, Washington and reliable rail service is essential for our local economy, businesses, agriculture producers and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Port of Walla Walla, we respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring to our Walla Walla County businesses and community. If you have any questions or need any additional information, please do not hesitate to call, or email me at pr@portwallawalla.com.

Thank you for your consideration.

Sincerely,



Patrick H. Reay
Executive Director

cc: Port of Walla Walla Commission

ALBERS POLICE DEPARTMENT
206 West Dwight Street, PO Box 112
Albers, IL 62215-0132

"Providing security and services to improve the quality of life for our residents."

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

Serving as police chief for the Village of Albers, Illinois, I see daily the benefits of having training available through Norfolk Southern Railroad. I have been informed that in 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders in specialized areas, including desperately needed life saving measures.

Furthermore, Norfolk Southern has also assisted us in obtaining much needed equipment and supplies for both the police department and the local fire department. This equipment has proven to save lives and property in the past and will without doubt continue to provide additional resources we may not have had the opportunity to afford without the financial assistance provided. Positive coordination efforts between railroads and emergency services solidify the commitment in being ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger creates and strengthens our community alliances and brings continued venture in railway infrastructure – leading enhanced public safety, strengthening neighborhood resilience, and creates stability amongst first responders from coast to coast.

I promote the Surface Transportation Board to approve this merger swiftly and politely invite you to do the same – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Respectfully,

Chief Brian Vielweber
Albers, Illinois Police Department

cc: Member Schultz
Member Hedlund

Brian Vielweber, Police Chief

Phone - (618) 248-5156
Fax - (618) 248-5490

October 8th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder on Ohio's North Coast, I see firsthand how vital dependable infrastructure is to the safety of our community. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. On average, Argonaut's PHASTAR Marine Safety performs 10 water rescues and 30 safety assists in Cleveland Harbor and along the coast of Northeast Ohio each year. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

D. Andrew Ferguson, CEO

Back The Heroes Rumble

"United for Heroes, Committed to Families."

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

On behalf of Back the Heroes Rumble, a nonprofit organization dedicated to supporting our nation's police, fire, military, and first responder families, we write to express our support for the proposed Union Pacific–Norfolk Southern merger.

Through our work with first responders across the country, we've seen firsthand how critical reliable infrastructure and strong community partnerships are when emergencies strike. In 2024 alone, Union Pacific and Norfolk Southern trained more than 10,000 first responders — giving them the tools, confidence, and coordination needed to respond swiftly and safely when every second matters. That kind of commitment saves lives.

This merger represents an opportunity to continue that investment in public safety and community resilience. By uniting resources and expanding training initiatives, the merger will enhance coordination among first responders nationwide while strengthening the infrastructure that keeps our communities connected and secure.

We respectfully urge the Surface Transportation Board to approve this merger, enabling continued collaboration, improved safety measures, and broader economic and public safety benefits that will reach communities from coast to coast.

Sincerely,
Jessie Grabert
President/ Executive Director
Back the Heroes Rumble
513-795-9844
jessie@backtheheroesrumble.com

Mayor

Rob Taylor

Town of Bear Creek
Police Department

341 Main Street Bear Creek, Al. 35543

205-486-4707

Chief of Police

James "Eddie" Collins

10/08/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Bear Creek , AL, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Chief Eddie Collins
Chief of Police Bear Creek

cc: Member Schultz
Member Hedlund

CITY OF BEAVER FALLS
FIRE DEPARTMENT

715 FIFTEENTH STREET
BEAVER FALLS, PA 15010

MARK D. STOWE, FIRE CHIEF

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the City of Beaver Falls, Norfolk Southern Northern Division, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

During my 40+ years in the fire service, I have been involved with numerous rail incidents including two major incidents, New Brighton, PA and East Palestine, OH. Both of these, our fire department responded within minutes of the incident and operated during heavy fire involvement while lives were at extreme risk. I witnessed Norfolk Southern's commitment to the safety of the communities as well as their commitment to the first responders involved. They made certain that all of our equipment that was damaged was replaced immediately.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Mark Stowe

Mark Stowe
Fire Chief

cc: Member Schultz
Member Hedlund

BEAVER VALLEY REGIONAL POLICE DEPARTMENT

803 First Avenue
Conway, PA 15027-1598

Phone: 724.869.9530
www.bvrpd-pa.gov

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Baden Borough, Conway Brough, Freedom Borough and Rochester Twp at the Beaver Valley Regional Police Department. I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Scott Levenson- Chairman

Beaver Valley Regional Police Department & Commissioner's

Belle Vernon Volunteer Fire Company



10 Main Street
Belle Vernon Pa, 15012 Ph: 724-929-5511

October 8, 2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)
Dear Chairman Fuchs:
As a first responder in Belle Vernon Borough, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast. I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Rick Lewis- Asst Emergency Management Coordinator

FIRE DEPARTMENT
CITY OF BELLEVUE, OHIO 44811
110 Southwest Street
Phone: (419) 483-2659
Email: joe.wilhelm@cityofbellevue.com

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the City of Bellevue, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Chief Wilhelm

cc: Member Schulte
Member Hedlund

4 September, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Alpine, Texas. Brewster County, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
James Etchison
Brewster County Emergency Management Coordinator/Alpine Fire Chief

cc: Member Primus
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION



Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

John Burns
1931 Cr 741
BROOKLAND, AR 72417

November 05, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Brookland Fire Protection District, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
John Burns
9016512160

cc: Member Schultz
Member Hedlund

BUSAR

Backcountry Unit Search & Rescue

Proudly supporting and assisting NPS search & rescue operations

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the Great Smoky Mountains National Park, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Matt Jernigan
President
BUSAR
TeamBUSAR.org

cc: Member Schultz
Member Hedlund

Camp Hill Fire Company No. 1
2198 Walnut Street
Camp Hill PA 17011

November 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As Fire Chief of Camp Hill, Pennsylvania, I am writing to express my support for the proposed merger between Norfolk Southern (NS) and Union Pacific (UP). Our region serves as a major regional hub for Norfolk Southern and is home to a diverse manufacturing base – from food and beverage production to precision metalworking – making this merger a significant economic opportunity for our community and the broader region.

Situated along the banks of the Susquehanna River, NS's Harrisburg rail facilities are among the busiest intermodal rail centers on the East Coast, with over 637,000 containers and trailers passing through Harrisburg and Rutherford Yards each year. By establishing the nation's first seamless coast-to-coast rail network, this merger will enhance the efficiency and affordability of freight rail, encouraging more businesses to choose this safer and more sustainable mode of transportation. The resulting increase in freight traffic through our intermodal facilities will stimulate job growth in the rail sector and strengthen our region's position as a prime location for manufacturers seeking reliable, accessible transportation infrastructure.

Beyond economic opportunities, the merger promises meaningful daily benefits for our residents. Increased rail efficiency will reduce the number of long-haul trucks on our highways and bridges – vehicles that place significant strain on shared infrastructure and pose safety risks to our communities. Alleviating highway congestion will save taxpayers time and money while making our roads safer for everyone.

On behalf of the people of Camp Hill, I strongly support this merger and the economic opportunities it represents for our community. I respectfully urge the Surface Transportation Board to approve it without delay.

Thank you for your consideration.

Sincerely,

Mark A. Simpson

Fire Chief

cc: Member Schultz
Member Hedlund

Cherry Valley Fire Protection District

Administrative Center
4919 Blackhawk Road • Rockford, IL 61109

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 3, 2025

Subject: Support for the Union Pacific and Norfolk Southern Railroad Merger

Dear Chairman Fuchs,

On behalf of the Cherry Valley Fire Protection District, I am writing to express our support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railroad. As a fire chief who has worked closely with Union Pacific in matters of emergency preparedness and response, I can attest to their longstanding commitment to public safety, first responders, and the communities they serve.

Our District has directly benefited from Union Pacific's investment in first responder training. Union Pacific sponsored members of our department to attend the Security and Emergency Response Training Center (SERTC) in Pueblo, Colorado, where our personnel received specialized instruction in hazardous materials response and rail incident management. This training has enhanced our ability to respond effectively to emergencies, improving the safety of both our firefighters and the residents we protect. Their continued dedication to ensuring that first responders are well-prepared for rail-related emergencies demonstrates the kind of corporate responsibility that sets Union Pacific apart as an industry leader.

We believe that a merger between Union Pacific and Norfolk Southern would not only strengthen the rail industry but also ensure that the highest standards of safety, reliability, and emergency preparedness remain a priority. Both companies have a proven record of investing in infrastructure, technology, and partnerships that benefit local communities and first responders.

For these reasons, the Cherry Valley Fire Protection District respectfully urges the Surface Transportation Board to approve the proposed merger. We are confident that the combined strength of Union Pacific and Norfolk Southern will further enhance rail safety, support first responders, and promote long-term economic and community benefits across the nation.

Thank you for your consideration.

Respectfully,

Kyle D. Hill, Fire Chief
Cherry Valley Fire Protection District

Phone: (815) 332-5382 • Fax: (815) 873-1292

CHI Memorial™
A member of CommonSpirit

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a leader of healthcare providers and first responders in the Greater Chattanooga Region, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping teams with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most. Similarly, CHI Memorial provides emergency services a large portion of Southeast Tennessee and Northwest Georgia with our EMS team providing contracted services for Dade and Walker Counties in Georgia. Our team trains to be the best equipped responders in times of need and values the support of those who have a shared mission.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,



Janelle Reilly
Market President

cc: Member Schultz
Member Hedlund

2525 de Sales Avenue, Chattanooga, TN 37404 ♦ PH: 423.495.4438 ♦ FX: 423.495.5235

FIRE DEPARTMENT OF THE CITY OF CHICAGO

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in the City of Chicago, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Jamar L. Sullivan
Chief of Special Operations
Chicago Fire Department

cc: Member Primus
Member Schultz
Member Hedlund

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Assistant Fire Chief serving the Village of Albers, Illinois and Clin-Clair Fire Protection District, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Assistant Chief Ryan Jansen
Clin-Clair Fire Protection District

cc: Member Schultz
Member Hedlund

CITIZEN'S FIRE COMPANY NO.1

www.palmyrafire.com 35 West Walnut Street. Phone 717-838-1421
Palmyra, Pa 17078
"Volunteering with Pride"
Serving Palmyra Borough and North Londonderry Township

10/12/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Palmyra Borough and North Londonderry Township in Lebanon County see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

David R. Dugan II

cc: Member Schultz
Member Hedlund

Sincerely,

David R. Dugan II

David R. Dugan II, BSPP, Paramedic
Chief of Operations
35 West Walnut Street
Palmyra, Pa 17078
717-838-1421 ext 1
chief@palmyrafire.com

City Hook & Ladder #14
317 Valley Street
Lewistown PA, 17044
717-248-8185

10-10-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the Central Pennsylvania Region I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Ryan J. Barlett
Ryan J. Barlett

cc: Member Schultz
Member Hedlund

CITY OF FREMONT
FIRE DEPARTMENT

Paul M. Halbeisen
Chief of Fire

1145 West State Street
Fremont, Ohio 43420-3065
419-332-4131
Fax: 419-334-8434

Dean A. Schneider
Assistant Chief

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:
As the Fire Chief of Fremont Ohio Fire Rescue Department, I have seen firsthand how vital dependable infrastructure is to the safety of our community. A merger between Union Pacific and Norfolk & Southern would only serve to strengthen what is already a successful partnership between transportation and emergency response organizations. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, enhancing the joint capabilities of all parties involved. These coordinated efforts improve emergency preparedness locally and across the region. This proactive involvement of both companies has proven invaluable not only in saving lives during critical incidents, but also preventing incidents through education, planning, and preparedness. Strong coordination between railroad and emergency services ensures we're ready to protect our communities when it matters most.

The Fremont Fire Department fully supports the proposed Union Pacific–Norfolk Southern merger and urge the Surface Transportation Board to approve this merger swiftly, as it will develop our community partnerships and bring continued investment in rail infrastructure. This merger represents a unified effort that can only bring greater efficiency, safety, and collaboration to the communities we serve, enhancing public safety, and resilience by creating continuity amongst railway and first responders from coast to coast.

Sincerely,

cc: Member Schultz
Member Hedlund

205 NORTH LIMESTONE STREET
GAFFNEY, SOUTH CAROLINA 29340

POST OFFICE BOX 2109
GAFFNEY, SOUTH CAROLINA 29342

TELEPHONE: 864-487-8516
CHIEF: 864-487-8517
FAX: 864-489-2511

JAMES V. CAGGIANO, JR.
FIRE CHIEF

October 8, 2025

RE: Support of Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As the Fire Chief in Gaffney, SC, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely

Jamie Caggiano
Fire Chief
City of Gaffney Fire Department

CC: MEMBER SCHULTZ
MEMBER HEDLUND

(INSERT LOGO HERE)

10-24-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

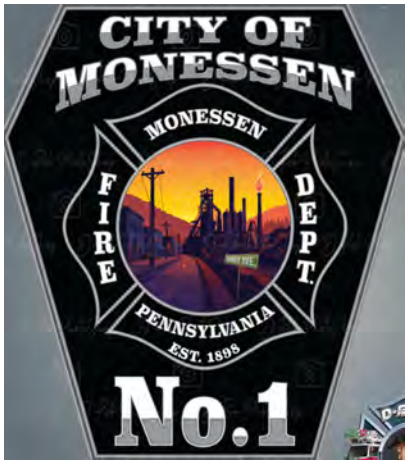
As a first responder in [City Of Monessen Pa], I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Ryan Hess

cc: Member Schultz
Member Hedlund



Ryan Hess
239 Donner ave suite B
Monessne, Pennsylvania 15062

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in City of Monessen , I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Ryan Hess
(724) 681-2236

cc: Member Schultz
Member Hedlund

Orrville Fire Department
P.O. Box 129
Orrville, Ohio 44667-0129
330-684-5050

October 9, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder for the City of Orrville, Ohio Fire Department, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods and surrounding communities. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. The Orrville Fire Department, the citizens and businesses we serve has been the direct benefactor of the generosity from the Norfolk Southern Community Grant Program helping us replace with new Hurst "Jaws of Life" Hydraulic Rescue Tools and Heavy Lifting Air Bags capable of lifting railcars. Strong coordination between railroads and emergency services ensures we're ready to respond and protect our communities and partners when it matters most. I can speak firsthand, the relationship and communication that we have with Norfolk Southern is outstanding! We are invited to and attend a couple of their safety meetings each year to keep all parties up to date on any changes that have occurred.

The proposed Union Pacific-Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Christopher M. Bishop

Fire Chief; City of Orrville - Division of Fire

cc: Member Schultz

Member Hedlund

City of Sweetwater
P.O. Box 267, 203 Monroe Street
Sweetwater, TN 37874

Phone (423) 337-6979
Fax (423) 337-9663
sweetwatertn.gov

Angie Arp Kyle, Mayor
Sam Moser, Vice Mayor
Jessica P. Morgan, City Administrator
Sonya Crush, Recorder

Commissioners
Branham L. Lovingood
JoAnna Jinks
Alan Richeson
James H. Stutts

City Attorney
John W. Cleveland

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Sweetwater, Tennessee, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Chief Robert E. Byrum

cc: Member Schultz
Member Hedlund

City of Sweetwater is an Equal Opportunity Provider. Complaints of discrimination should be sent to: Recorder's Office, P.O. Box 267, Sweetwater, TN 37874

City of Sweetwater
P.O. Box 267, 203 Monroe Street
Sweetwater, TN 37874

Phone (423) 337-6979
Fax (423) 337-9663
sweetwatertn.gov

Angie Arp Kyle, Mayor
Sam Moser, Vice Mayor
Jessica P. Morgan, City Administrator
Sonya Crush, Recorder

Commissioners
Branham L. Lovingood
JoAnna Jinks
Alan Richeson
James H. Stutts

City Attorney
John W. Cleveland

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Sweetwater, Tennessee, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Chief John Anderson

cc: Member Schultz
Member Hedlund

City of Sweetwater is an Equal Opportunity Provider. Complaints of discrimination should be sent to: Recorder's Office, P.O. Box 267, Sweetwater, TN 37874

William Scherer
985 Remington Drive
Johnstown, PA 15902

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Cover Hill Vol. Fire Company, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
William Scherer
(814) 539-3473

cc: Member Schultz
Member Hedlund

DAUPHIN
COUNTY

DAUPHIN COUNTY DEPARTMENT OF PUBLIC SAFETY
911 GIBSON BLVD.
STEELTON, PA 17113
PHONE (717)558-6800
FAX (717)558-6850

BOARD OF COMMISSIONERS
GEORGE P. HARTWICK III, CHAIRMAN
JUSTIN DOUGLAS, VICE CHAIRMAN
MIKE PRIES, SECRETARY

CHIEF CLERK/CHIEF OF STAFF
ERIC HAGARTY

DIRECTOR
JEFF ENDERS

October 8, 2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

Dauphin County Hazardous Materials Response Team serves communities across Dauphin, Perry, and Schuylkill Counties in Pennsylvania, protecting over 500,000 residents and 10 million travelers per year. We understand the critical importance of strong partnerships between railroads and emergency responders. With hundreds of miles of railroad within our first-due coverage area, coordinated preparedness is not optional – it's essential.

In 2025, we are proud to receive a grant from Norfolk Southern that directly supported our mission to protect lives and property. We continue to train alongside our railroad partners every year, ensuring our team is equipped and ready to respond effectively to rail-related incidents. These collaborations have made a real difference on the ground – providing not just training, but trust and real-time coordination during emergencies.

The proposed merger between Union Pacific and Norfolk Southern represents an opportunity to deepen this partnership. We believe it will bring continued investment in safety, infrastructure, and training, ensuring seamless coordination across jurisdictions and improving the resilience of our communities from coast to coast.

We respectfully urge the Surface Transportation Board to approve this merger without delay. It will deliver critical safety and infrastructure benefits to first responders like us and the communities we proudly serve.

Sincerely,

Robert P. Hill, Jr.
Chief
Dauphin County Hazardous Materials Response Team

cc: Member Schultz
Member Hedlund

Derry Township Volunteer Fire Company #1 of Bradenville

P.O. Box 325 • Bradenville, PA 15620

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Derry Township, Westmoreland County, Pennsylvania, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Timothy L. Stipcak, Assistant Chief

cc: Member Schultz
Member Hedlund

Douglas County Fire/EMS Department

12501 Veterans Memorial Highway • Douglasville, GA 30134 • 770-942-8626

Dr. MILES ALLEN
Fire Chief

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As Fire Chief of Douglas County, Georgia, I see firsthand how vital dependable infrastructure and strong partnerships are to the safety and wellbeing of our residents. Our county sits at the center of major freight and logistics corridors that connect Georgia's businesses to the rest of the nation. The coordination between public safety agencies and the rail industry is not only essential—it's lifesaving.

In 2024, Union Pacific and Norfolk Southern together trained more than 10,000 first responders nationwide, equipping us with the knowledge and resources to act decisively when every second counts. That training ensures that when rail incidents occur, our teams are ready to protect lives, property, and the environment.

The proposed Union Pacific–Norfolk Southern merger builds on those partnerships by strengthening rail infrastructure, enhancing communication with first responders, and creating consistency in emergency preparedness across the country. For a growing county like Douglas—where development, logistics, and population continue to expand—this merger represents a step forward in ensuring both **public safety readiness** and **infrastructure resilience**.

I respectfully urge the Surface Transportation Board to approve this merger swiftly. It will deliver meaningful safety investments, deepen collaboration with local agencies, and support the economic and community growth that helps Douglas County thrive.

Sincerely,

Dr. Miles N. Allen

Digitally signed by Dr. Miles N. Allen
Date: 2025.11.10 14:19:12 -05'00'

Dr. Miles Allen

Dr. Miles Allen
Fire Chief
Douglas County Fire/EMS Department

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Duncan, SC, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Captain Josh Hannigan

cc: Member Schultz
Member Hedlund

DUNCANNON EMERGENCY MEDICAL SERVICES

16 Shermanta Drive – Duncannon, PA 17020 – www.pecoems.com
(717) 834-5904 – Fax (717) 834-9346

The Honorable Patrick J. Fuchs, Chairman
United States Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)
Date: October 8, 2025

Dear Chairman Fuchs:

As the Operations Chief of the emergency medical services agency in the Duncannon community of Perry and Dauphin Counties in Pennsylvania, I see daily just how vital dependable and safe infrastructure is to the prosperity and protection of my community. In 2024, Union Pacific and Norfolk Southern trained and helped to fund thousands of first responders, helping to equip us with tools and knowledge to act properly and promptly during emergency response incidents when moments count. The training isn't just helpful – it's relevant and it's lifesaving. Consistent coordination between railroads and emergency services agencies ensures that we are better prepared to safely and responsibly protect our communities when emergencies happen.

The proposed Union Pacific–Norfolk Southern merger has the potential to build upon our community partnerships and brings continued investment in railroad infrastructure for people and cargo, enhancing public safety, strengthening neighborhoods and local infrastructure, and creating continuity and consistency among first responders throughout our great country.

I respectfully urge the United States Surface Transportation Board (STB) to support and approve the proposed merger, unlocking the investments, collaborative safety benefits, and broader economic opportunities it is poised to bring forth. Thank You for your time in receiving this correspondence.

Sincerely,

Kraig L. Nace, Chief of Operations; Secretary/Treasurer
Duncannon Emergency Medical Services, Inc.
16 Shermanta Drive – Duncannon – PA – 17020
(717) 834-5904 - knace@pecoems.com
Proudly Serving Eastern Perry County Since 1954

cc: Member Schultz
Member Hedlund



10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder at the Dwight Fire Protection District, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Lieutenant: Jaron Scheid
Fire Prevention Officer
Dwight Fire Protection District
Mobile: 815-768-7302
Email: jscheid@dwightfire.org

cc: Member Schultz
Member Hedlund

Caleb Vanlandingham
9411 Minnich Rd
Fort Wayne, Indiana 46816

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Fort Wayne Indiana, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Caleb Vanlandingham
(260) 241-8839

cc: Member Schultz
Member Hedlund

Johnny Carpenter
300 W Second St
Frankfort, KY 40601

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Frankfort, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Johnny Carpenter
(502) 401-9377

cc: Member Schultz
Member Hedlund

Matthew Jones
Chief
Ricky Stumbo
Assistant Chief
Kevin Bise
Deputy Chief

Glade Spring Fire Department Inc.

PO Box 668 – 318 E. Glade St.

Glade Spring, VA 24340

Adam Crigger
Captain

Cole Gregory
Johnathon Hayden
Lieutenants

10/08/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Please accept this letter of support for Union Pacific and Norfolk Southern merger.

As a first responder in the Town of Glade Spring and Washington County, I see first-hand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Matthew Jones
Chief
Glade Spring Fire Department Inc.
Station: (276) 429-1191
Cell: (276) 608-5203
Firescue24@yahoo.com

cc: Member Schultz
Member Hedlund

Courtney Taylor
4543 Fairmount Hwy SE
Calhoun, GA 30701

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Gordon County, Georgia, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Courtney Taylor
(706) 602-2905

cc: Member Schultz
Member Hedlund

Green Bay Metro Fire Department
100 North Jefferson Street • Room 403
Green Bay, Wisconsin 54301-5026
www.greenbaywi.gov/fire

Phone 920.448.3280

Matthew W. Knott
Fire Chief

September 5, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Green Bay, WI, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Chief Matthew Knott

cc: Member Primus
Member Schultz
Member Hedlund

Greg Lowe
120 Catherine P.O. Box 475
Green Springs, OH 44836

November 01, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in OH, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Greg Lowe
4193556463

cc: Member Schultz
Member Hedlund

Thomas M. Bell, Chief
(724) 640-4430
Tbell@greensburgpa.org

416 South Main Street | Greensburg, PA 15601
www.gbgfire.com

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a first responder serving Greensburg, Pennsylvania, in Westmoreland County, I witness daily the importance of reliable infrastructure to the safety and security of our neighborhoods. In 2024 alone, Union Pacific and Norfolk Southern trained more than 10,000 first responders nationwide, equipping us with essential tools, knowledge, and confidence to act decisively when every second counts. This training is not merely beneficial; it is lifesaving. Effective coordination between the railroads and emergency services ensures our readiness to protect the communities we serve.

The proposed Union Pacific–Norfolk Southern merger represents an opportunity to strengthen these vital partnerships. It promises continued investment in rail infrastructure, enhanced public safety, and greater resilience for communities across the country. Moreover, the merger will foster continuity among first responders from coast to coast, ensuring consistent preparedness and collaboration.

For these reasons, I respectfully urge the Surface Transportation Board to approve this merger without delay. Doing so will unlock new investments, expand collaborative safety initiatives, and deliver broader economic opportunities that will benefit communities nationwide.

Sincerely,

Thomas M. Bell
Fire Chief

cc: Member Schultz
Member Hedlund

Jay Mitchell
1201 White Horse Road
Greenville, SC 29605

November 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Gantt District, Greenville South Carolina, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Jay Mitchell
(864) 277-0429

cc: Member Schultz
Member Hedlund

Karen Grzyboski
3727-41 Birney Ave Greenwood Hose Co
Moosic, PA 18507

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in PA, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Karen Grzyboski
15706500999

cc: Member Schultz
Member Hedlund

Sheriff Stacy Williams
137 Hays Glass Drive
Bremen, GA 30110

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a community leader in Haralson County Sheriff's Office , reliable rail service is essential for our local economy, businesses and residents. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long—term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail Infrastructure—enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of Haralson County Sheriff's Office , I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring–connecting our communities regionally, nationally and across the globe.

Sincerely,
Sheriff Stacy Williams
14043133339

cc: Member Schultz
Member Hedlund

City of Heflin
Fire Department

PO Box 128, Heflin, AL 36264

Jonathan Adams – Chief
Clint Cochran – Asst. Chief
Corey Cochran – Asst. Chief

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Heflin, Alabama, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most. Norfolk Southern has also provided equipment to Heflin Fire through grants.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Jonathan Adams

Jonathan Adams
Fire Chief
Heflin Fire Department

cc: Member Schultz
Member Hedlund

andrew sauder
1534 South Crissey Road
Holland, OH 43502

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in OH, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
andrew sauder
14195720226

cc: Member Schultz
Member Hedlund

HUNTLEY FIRE PROTECTION DISTRICT

Training Division

September 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Huntley Illinois, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most. Just last year on November 13, 2024 Matt Thompson from Union Pacific participated in a village wide drill to simulate a train incident for the Village of Huntley.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Ricky Madsen
Director of Training
Huntley Fire Protection District
rmadsen@huntleyfpd.org
(847) 669-5066 EXT 1027

cc: Member Primus
Member Schultz
Member Hedlund

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Hyde Park Borough, Westmoreland County, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. We have been one fire company that has received much appreciated funding from Norfolk Southern throughout the years. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Tifanie Gagen
Hyde Park VFC
Captain

cc: Member Schultz
Member Hedlund

Illinois Firefighters Association

Terry L. Ford *President* **Kevin Schott** *Vice President* **Kerry Federer** *Treasurer*

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423
Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As President of the Illinois Firefighters Association, the oldest and largest firefighter organization in the state, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We support efforts that enhance rail travel, making it easier and safer for its customers. The safety of our firefighters, railroad workers and general public is always our greatest concern and we believe this merger will greatly improve safety on the rail systems throughout our state and also nationwide. We know this merger will provide tremendous benefit to our state.

Union Pacific has also long been an essential transportation partner for Illinois, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability**: More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach**: The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

We recognize the crucial role that improved infrastructure plays in our region's economic success and we are supportive of efforts that drive growth and development across Illinois.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the tremendous benefits it will bring to our state and the national economy.

Sincerely,

Terry L. Ford, President

ILLINOIS FIREFIGHTERS ASSOCIATION

cc: Member Schultz
Member Hedlund

Iron County Sheriff's Office
Volunteer Posse

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of the Iron County Sheriff's Volunteer Posse Non-Profit Organization, our group believes in the need for reliable rail service as an essential component for the businesses and residents of Iron County Utah. The proposed Union Pacific-Norfolk Southern merger would clearly strengthen these vital services in Southern Utah.

The proposed merger offers a transformative opportunity for our community. It promises faster, more reliable service, reduced congestion, and expanded market access for local businesses. Just as importantly, it ensures continued investment in rail infrastructure—enhancing safety, creating good-paying jobs, and strengthening our competitiveness in a rapidly growing economy.

On behalf of the Iron County Sheriff's Volunteer Posse Non-Profit, I respectfully urge the Surface Transportation Board to approve this merger. The efficiencies, infrastructure improvements, and economic opportunities it will unlock are vital to connecting our communities—regionally, nationally, and globally.

Sincerely,
Gordon Clemmer
President
Iron County Sheriff's Volunteer Posse Non-Profit

JEFFERSON FIRE PROTECTION DISTRICT

Member Of
Illinois Association of Fire Protection Districts
Coal Belt Fire Protection Association of Southern Illinois

1600 South 10th Street Office Phone 618-244-3824
Mt. Vernon, Illinois 62864

10-08-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Jefferson County, Illinois, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Conan King, Chief
Jefferson Fire Protection District

cc: Member Schultz
Member Hedlund

HELP PREVENT FIRES

David Price
435 Jefferson ave
Jermyn, PA 18433

November 01, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Jermyn , I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
David Price
(570) 575-3772

cc: Member Schultz
Member Hedlund

Herb Gottshall
223 Ashcroft Avenue
Cresson, Pennsylvania 16630

November 06, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Keystone Regional Fire Rescue, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Herb Gottshall
(814) 886-4485

cc: Member Schultz
Member Hedlund

Frank Guido
397 Northampton Street
Kingston, Pennsylvania 18704

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Pennsylvania, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Frank Guido
15704796056

cc: Member Schultz
Member Hedlund

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the Great Lakes Division / LaPorte County, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Detective Jacob Koch
U.A.S. Program Manager
Criminal Investigative Division
LaPorte County Sheriff's Office
809 State Street Suite 202A LaPorte, IN 46350
Office: 219-326-7700 Ext. 2561

cc: Member Schultz
Member Hedlund

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in the Southern Nevada Region, I see firsthand how essential reliable infrastructure is to the safety and resiliency of our community. In 2024, Union Pacific and Norfolk Southern trained thousands of first responders, community members, tribal partners, and regional industrial leaders. They continuously provide us with tools, skills and knowledge to act fast when every second counts. This training isn't just beneficial, it's vital in helping us meet our goals of life safety, property conservation and incident stabilization. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger represents an important step forward in strengthening these partnerships. It promises continued investment in rail infrastructure that will enhance public safety, reinforce neighborhood resiliency, and promote a culture of unity amongst first responders whose duty is to respond in our desert island.

I respectfully urge the Surface Transportation Board to approve this merger without delay, which will open the doors to public safety investments, increased safety benefits, and wide-ranging economic opportunities it will bring.

Sincerely,

Karen Cutolo
Fire Captain
Las Vegas Fire & Rescue
Special Operations – HazMat/TRT/Special Events



Christopher Lusk
189 Brier Lane
Crawley, WV 24931

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Lewis County, West Virginia, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Christopher Lusk
(304) 992-6236

cc: Member Schultz
Member Hedlund

[09/04/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Lordsburg New Mexico, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Fire Chief Riley Allen

cc: Member Primus
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION



Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Loudonville Police Department
156 N Water Street
Loudonville, OH 44842
419-994-4151 (Dispatch)

419-994-4152 (Business)
419-994-3931 (Fax)

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the Village of Loudonville/Ashland County Ohio, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Chief Brian E. McCauley
Loudonville Police Department
b.mccauley@loudonville-oh.us
419-994-4152

cc: Member Schultz
Member Hedlund

Louisiana Sheriffs' Association

1175 Nicholson Drive
Baton Rouge, Louisiana 70802
225.343.8402
Fax 225.336.0343
www.lsa.org

Sheriff Kevin W. Cobb (Ret.)
Executive Director

Sheriff Gary K. Bennett (Ret.)
Assistant Executive Director

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Baton Rouge, Louisiana, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, creating good jobs and strengthening neighborhood resilience. It also offers the promise of faster, more reliable service, less roadway congestion, and broader market access for local businesses.

On behalf of the Louisiana Sheriffs' Association, I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring – at home and across the globe.

Sincerely,

Kevin Cobb
Executive Director

cc: Member Primus
Member Schultz
Member Hedlund

Lynn Police Department

Office of Chief of Police

Bryan Kirkpatrick, Chief

10/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Lynn, Alabama I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Bryan Kirkpatrick

Bryan Kirkpatrick, Chief of Police

cc: Member Schultz
Member Hedlund

381 East Main Street, Lynn, AL. 35575
P.O. Box 145, Lynn, AL. 35575
PH: 205-893-5250
FX: 205-893-2404
www.townoflynn.org/police-department
chiefkirkpatrick@townoflynn.org
lowell.kirkpatrick@alacop.gov

Brian Gunder
597 Park Ave E
Mansfield, Ohio 44905

November 03, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Ohio, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Brian Gunder
4199892736

cc: Member Schultz
Member Hedlund

EMERGENCY MANAGEMENT AGENCY
PHONE: (309) 888-5020 FAX: (309) 888-5534
104 W. Front St., Room B10
PO Box 2400
Bloomington, Illinois 61701-2400

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in McLean County, IL, I know how vital dependable infrastructure is to the safety of our communities. Union Pacific and Norfolk Southern have been great partners for training and exercises, equipping us with tools and knowledge to act quickly when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders across the country.

I respectfully ask the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Cathy Beck

Director
McLean County Emergency Management Agency
104 W. Front St. Room B10
Bloomington, IL 61701
http://www.mcleancountyil.gov/index.aspx?nid=85
Cell: (309)838-9924
Office: (309)888-5022

cc: Member Schultz
Member Hedlund

New Haven Police Department

James L. Krueger, Chief of Police

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the State of Indiana, City of New Haven, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast. This merger will allow for better support to regional law enforcement efforts and respond more effectively to the complex challenges posed by our geographic and demographic realities.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

James L. Krueger
Chief of Police
New Haven Police Department

cc: Member Schultz
Member Hedlund

NEWPORT POLICE DEPARTMENT

330 E. MAIN STREET· P.O. Box 128· NEWPORT, TENNESSEE 37822
PHONE: 423-623-5556· FAX: 423-623-7234· E-MAIL: slamb@pdnewport.org
SCOTT LAMB
CHIEF OF POLICE

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Newport Tn, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Chief of Police
Scott Lamb

cc: Member Schultz
Member Hedlund

NICHOLASVILLE
POLICE DEPARTMENT
MICHAEL A. FLEMING, CHIEF OF POLICE
717 NORTH MAIN STREET, NICHOLASVILLE, KENTUCKY 40356
PHONE (859) 885-9467 FAX (859) 885-1766

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As Chief of Police for the City of Nicholasville, I witness firsthand how critical dependable infrastructure and coordinated emergency response are to the safety and well-being of our community. The partnerships our department has developed with major rail carriers such as Union Pacific and Norfolk Southern have strengthened our preparedness and ensured that our officers and first responders have the training and resources they need when emergencies arise.

In 2024 alone, Union Pacific and Norfolk Southern provided training to thousands of first responders across the nation, including right here in Kentucky. These programs have enhanced our ability to respond safely and effectively to incidents involving rail transportation — protecting our residents, our officers, and our local environment. Norfolk Southern also provided our agency with a public safety grant in 2023 in the amount of $12,000 to purchase an Unmanned Aircraft System (Drone) which has greatly increased the efficiency and quality of our response to critical incidents, missing people, and drug enforcement operations.

The proposed Union Pacific–Norfolk Southern merger represents an opportunity to expand on these successes. It will bring continued investment in critical rail infrastructure, improve coordination with emergency services, and foster a more resilient transportation network that benefits communities like Nicholasville and countless others across the country.

I respectfully urge the Surface Transportation Board to approve this merger, recognizing the significant safety, training, and infrastructure benefits it will provide to first responders and the communities we serve.

Sincerely,

Michael Fleming
Chief of Police

North East Police Department

Chief Sean M. Lam

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in the Borough of North East, Erie County, Pennsylvania, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Sean M. Lam
Chief of Police

cc: Member Schultz
Member Hedlund

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder to over nine communities in the Greater Lehigh Valley (Allentown, Bethlehem and Easton), Eastern Pennsylvania, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Eric Wescoe
Executive Director
Northampton Regional Emergency Medical Services, Inc.

cc: Member Schultz
Member Hedlund

1525 Canal Street • P.O. Box 116 • Northampton, PA 18067 • Phone: (610) 262-0800

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Mabas Div 20, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Kevin Ferraro

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS Div. 20, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS Division 22, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Lt.

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MASS D.O.T., I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Benjamin Frisk

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in IL-MABAS 3, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

DOUGLAS LINDSTROM
MABAS DIV 3 HAZMAT DIV 3
DIRECTOR OF LOGISTIC

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS 11, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS 15, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

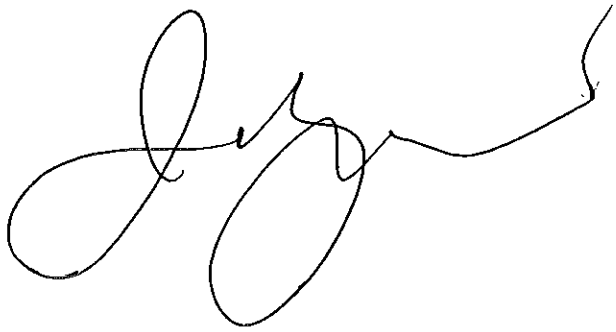
As a first responder in Mabus 15, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund



Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in Nebraska 4 & 5, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Adam Armstrong

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS Division 3 I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABAS 11, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

Thursday, October 30

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a first responder in MABASDiv3, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Primus
Member Schultz
Member Hedlund

laura phillips
149 East Hamric Drive
oxford, Alabama 36203

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Alabama, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
laura phillips
(256) 452-5918

cc: Member Schultz
Member Hedlund



Elijah Harrison
PO Box 1099
Pamplin, VA 23958

November 01, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Pamplin Volunteer Fire Department , I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Elijah Harrison
(434) 664-7186

cc: Member Schultz
Member Hedlund

PENN TOWNSHIP
AMBULANCE ASSOCIATION
1030 Sandy Hill Road
Irwin, Pennsylvania 15642
724.744.4112
info@PennTownshipAmbulance.org



October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Westmoreland and Allegheny Counties, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Edgar C. Grant, Director/Chief

PIATT COUNTY SHERIFF'S OFFICE

1216 Raymond Rd. Monticello Illinois 61856-8269. Phone (217)-762-7822

Thomas Apperson
Chief Deputy

Mark Vogelzang
Sheriff

Zack Cooper
Jail Superintendent

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Piatt County, Illinois, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Mark Vogelzang

cc: Member Schultz
Member Hedlund

PIKE COUNTY SHERIFF'S DEPARTMENT

204 East Adams, Pittsfield IL, 62363 * 217-285-5011 * Fax 217-285-4496

David E. Greenwood
SHERIFF
dgreenwood@pikecountysd.org

Zachary L. Orr
CHIEF DEPUTY
zorr@pikecountysd.org

November 5th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As the Sheriff of Pike County Illinois, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

My office has always had a very positive relationship with Norfolk Southern Railroad as they have assisted us many times with various incidents. I would anticipate this assistance would only increase with this merger.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Please do not hesitate to contact me if you have any questions,

Sincerely,

Sheriff David Greenwood
cc: Member Schultz
Member Hedlund

10/18/2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs:

As a first responder in Clinton County, PA, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with the tools and knowledge to act fast when every second counts. The training isn't just helpful, it's lifesaving! Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters the most.

The proposed Union Pacific- Norfolk Southern merger builds on community partnerships and brings continued investment in rail infrastructure. This enhances public safety, strengthens neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly- unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Theodore E. Hill, Chief
Renovo Fire Department



Salem Volunteer Fire and Rescue
13428 Scotts Mill Rd
Culpeper Va 22701

10/09/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in [Community/Region Name], I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,
Jaime Boudreau
Treasurer/Board Member

cc: Member Schultz
Member Hedlund

Scott County Sheriff's Office
Jeremy Nettles, Sheriff

120 North Hamilton Street
Georgetown, Kentucky 40324
(502) 863-7855

October 8th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Scott County, Kentucky I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

cc: Member Schultz
Member Hedlund

SOUTH BEAVER TOWNSHIP FIRE DEPARTMENT
817 Blackhawk Road · Beaver Falls, PA 15010
724-846-6355
sbvfd61@comcast.net

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

I am writing this letter as the Fire Chief of South Beaver Township Volunteer Fire Department in Beaver County, Pennsylvania. I have been a member of the department and a first responder for 32 years. I was brought up in a "fire family" and have been around public safety my entire life. I am also currently the Assistant Police Chief in Patterson Township in Beaver County, Pennsylvania. I have been employed as a police officer since 2010. I am also currently a state certified EMT and have been since around 2000.

As you can imagine, I have seen and been involved in a multitude of different incidents at all levels. I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. I have also witnessed the rapid decline of volunteer personnel over the years to which we are at critical levels.

In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training is not just helpful – it is lifesaving. Strong coordination between railroads and emergency services ensures we are ready to protect our communities when it matters most. With the declining personnel, decreasing budgets, increase in call volume and the additional duties needed to be done at volunteer fire departments, time and funding too often is factor in providing specialized training to members. Norfolk Southern has helped my department bridge some of that gap.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

If you need any further information from me, please do not hesitate to contact me. I would be glad to provide additional details.

Sincerely,

Keith Girting

Keith Girting, Fire Chief
South Beaver Township Volunteer Fire Department
(724) 312-2070

cc: Member Schultz
Member Hedlund

Chief Derek Dayoub
325 School Street
Springdale, PA 15144

November 04, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a first responder in Springdale Borough Police Department, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure—enhancing public safety, strengthening neighborhood resilience and creating continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking the investments, collaborative safety benefits and broader economic opportunities it will bring.

Sincerely,
Chief Derek Dayoub
(724) 274-9022

cc: Member Schultz
Member Hedlund

TAYLORVILLE FIRE DEPARTMENT
202 N. Main St.
Taylorville, IL. 62568
Bruce Barry, Mayor
Matthew Adermann, Fire Chief
Cody Rogers, Asst. Fire Chief

10/8/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Taylorville, Illinois, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Matthew Adermann
Fire Chief
City of Taylorville

cc: Member Schultz
Member Hedlund

TIPPECANOE COUNTY
EMERGENCY MANAGEMENT AGENCY
DEPARTMENT OF HOMELAND SECURITY

31 October, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Tippecanoe County, I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Jeff Houston, CEDP
Ex. Director, Tippecanoe Co Emergency Management
Dept. of Homeland Security
629 N 6th St, Suite J
Lafayette, Ind 47901
Office 765.742.1334
Cell 765.491.3892
jhouston@tippecanoe.in.gov

cc: Member Schultz
Member Hedlund

Tim Estes, Sr., CFO, EMT-P
Fire Chief

316 Park Street, SE
Abingdon, Virginia 24210 - 3314
Phone: (276) 628-5563
Cell: (276) 356-7777
timestes@abingdon-va.gov

Town of Abingdon Virginia
Fire Department

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder, for over 40 years, in the Town of Abingdon and surrounding areas of Washington County I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Tim Estes, Sr.

Tim Estes, Sr.

cc: Member Schultz
Member Hedlund

TRI-COUNTY EMERGENCY MEDICAL SERVICE

TRI-COUNTY EMERGENCY MEDICAL SERVICE

P.O. BOX 1378
INGLESIDE, TX 78362-1378
(361) 776-0025

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As Executive Director of the Tri County Emergency Medical Services, Inc., I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our non-profit organization provides 911 ambulance service to parts of San Patricio, Aransas, and Nueces Counties. Union Pacific has offered unwavering support to our organization with education, ambulance, and equipment funding.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers, and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable, and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers, and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology, and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development, and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

Carrie De Leon

Carrie De Leon
cc: Member Schultz
Member Hedlund

Tryonota Fire Department
2577 Tryon Courthouse Road, Bessemer Cit, NC 28016
Office: (704) 629-2100 Fax: (704) 629-9272
www.tryonotafire.com

10/13/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a first responder with the Tryonota Fire Department in Bessemer City, North Carolina, I have seen firsthand how crucial dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with the tools and knowledge needed to act swiftly when every second counts. This training is not just helpful—it truly saves lives. Strong coordination between railroads and emergency services ensures that we are prepared to protect our communities when it matters most.

The proposed merger between Union Pacific and Norfolk Southern would strengthen our community partnerships and lead to continued investment in rail infrastructure. This enhancement will improve public safety, bolster neighborhood resilience, and create a unified network among first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger promptly, as it will unlock vital investments, collaborative safety benefits, and broader economic opportunities for our communities.

Sincerely,
Deputy Chief Lane

Nicholas A. Lane
Deputy Fire Chief
Nlane@tryonotafire.com

Tryonota Fire Department
2577 Tryon Courthouse Road, Bessemer Cit, NC 28016
Office: (704) 629-2100 Fax: (704) 629-9272
www.tryonotafire.com

Nicholas A. Lane
Deputy Fire Chief
Nlane@tryonotafire.com

Walker County Amateur Radio
Emergency Service
P.O. Box 441
Jasper, Al 35502

October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street S.W.
Washington, D.C. 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As President of the Walker County Amateur Radio Emergency Service, I am writing to convey our organization's support of the proposed merger between Norfolk Southern Corporation and Union Pacific Corporation.

Norfolk Southern has shown outstanding commitment to community service and safety, including a $5,000 grant to our non-profit organization that strengthened our emergency communications capabilities. Through this partnership, we have come to recognize Norfolk Southern as a company deeply committed to safety, preparedness, and community engagement. Based on this experience, we believe the proposed merger with Union Pacific will create a stronger, more efficient rail network that promotes economic resilience, operational safety, and long-term community benefit.

We respectfully urge the Board to approve this merger swiftly so its benefits can be realized without delay

Sincerely,

Richard Clouse

Richard Clouse
President – Walker County Amateur Radio Emergency Service
P.O. Box 441
Jasper, Al 35502
Email: ke4ols.e@gmail.com

Cc: Member Schultz
Member Hedlund

Washington Township Fire Department

196 Washburn Ave. Washington, NJ 07882

Phone: 908-689-0575 Fax: 908-689-3131

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Washington Township, Warren County, NJ; I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. The training isn't just helpful – it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast. I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Thomas J. Cicerelle

cc: Member Schultz

Member Hedlund

WEST BUNCOMBE FIRE DEPARTMENT

549 Old County Home Rd., Asheville, NC 28806
DENNIS A. FAGNANT, JR., FIRE CHIEF

8 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a Fire Chief in Asheville, NC, I see firsthand how vital dependable infrastructure is to the safety and resilience of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained over 10,000 first responders nationwide, equipping them with the tools and knowledge to act quickly when every second counts. That kind of training isn't just helpful—it's lifesaving. Strong coordination between railroads and emergency services ensures we're ready to protect our communities when it matters most.

Equally important are the local investments these railroads make through grants to fire departments, including ours. These resources directly strengthen our ability to respond to emergencies, upgrade critical equipment, and safeguard both residents and responders. When rail partners invest in local fire services, they invest in community safety.

The proposed Union Pacific–Norfolk Southern merger builds on these partnerships, promising continued investment in rail infrastructure and safety initiatives nationwide. It enhances public safety, supports local emergency preparedness, and fosters continuity among first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly—unlocking new opportunities for investment, collaboration, and the shared goal of keeping our communities safe and strong.

DENNIS A. FAGNANT, JR., CFO
Chief

cc: Member Schultz
Member Hedlund

West Hazleton Fire Company #1
12 South 4th Street
West Hazleton, Pennsylvania 18202-3899
Voice (570)455-3696 Fax (570)455-0881

October 31, 2025

The Honorable Patrick J/ Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

This correspondence is written in strong support for the merger of Union Pacific and Norfolk Southern Railways. In our Fire Department that provides emergency response to the West Hazleton, PA, and surrounding communities (with a regional population of approximately 83,442), we recognize the critical need for our regional infrastructure to remain solid and dependable. In fact, Norfolk Southern's tracks run directly through our Borough of West Hazleton, providing vital transport and shipping of our industrial materials and products daily. The importance of the railway infrastructure is undeniable central to the numerous industries in our community, as they are a key to the economic stability and development of this community. Our fire department has come to know and value Norfolk Southern very highly as we gratefully have received two recent grants from Norfolk Southern to upgrade our HAZMAT capacities in the most safe and efficient manner possible. In return in early 2025, we were able to successfully suppress a brush fire that was directly threatening the Norfolk Southern tracks in our community. Our partnership with the railroads has been and will continue to be a high priority for the West Hazleton Fire Department as our need to protect the infrastructure of the rail system in our area is considered vital to our community's continued success.

As the proposed Union Pacific-Norfolk Southern merger would bring continued investment to rail infrastructure and bolster public safety directly for our residents, we strongly advocate for this merger. By creating national continuity for the rail system and the emergency responders who vow to protect it, this merger can only serve to strengthen local communities and partnerships with local fire departments like us-a win/win situation. The West Hazleton Fire Department respectfully requests the Surface Transportation Board to approve this merger in a timely manner as it can only create enhancements to safety, partnerships, and numerous economic developments. Thank you.

Sincerely,

Joseph Zajac, MS

Joseph Zajac, MS
West Hazleton Fire Company Administrator

c: Fire Chief Brandon Cressman

Westshore Technical Response Team

Westshore Council of Governments
350 Dover Center Rd
Bay Village, Ohio 44140

November 03, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

On behalf of the Westshore Technical Rescue Team, I am writing to express our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railway. As a regional emergency response organization serving the Westshore communities of northeast Ohio, we recognize the critical importance of strong and coordinated infrastructure in safeguarding our residents and environment. Norfolk Southern has demonstrated a long-standing commitment to emergency preparedness and responder safety through its grant program and public safety partnerships.

Our team has been fortunate to receive Norfolk Southern grant funding on two separate occasions. The first grant enabled us to purchase a thermal-imaging drone, which has greatly enhanced our aerial search, situational awareness, and hazardous environment operating capabilities. Most recently, Norfolk Southern's support allowed us to acquire self-contained breathing apparatus (SCBA) units for hazardous materials response operations. These investments have significantly improved responder safety, streamlined operations, and increased our ability to protect the public during complex emergency events.

These contributions represent more than equipment—they reflect a meaningful and effective partnership that strengthens community resilience and supports the readiness of first responders. We believe the continued collaboration and expanded safety initiatives that will result from this merger will provide long-term benefits to emergency response organizations nationwide.

For these reasons, the Westshore Technical Rescue Team respectfully urges the Surface Transportation Board to approve the merger between Union Pacific and Norfolk Southern. We look forward to the continued advancements in safety, emergency coordination, and public-private collaboration that this partnership will bring.

Sincerely,

Captain Tim Draves
Coordinator, Westshore Technical Response Team
tim@draves.us

cc: Member Schultz
Member Hedlund

City of Woodbury Police Department

220 South Broad Street, Woodbury, New Jersey 08096

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs:

As a first responder in Woodbury City, NJ I see firsthand how vital dependable infrastructure is to the safety of our neighborhoods. In 2024, Union Pacific and Norfolk Southern trained more than 10,000 first responders, equipping us with tools and knowledge to act fast when every second counts. Strong coordination between railroads and emergency services ensures we're ready when it matters most.

Recently Norfolk Southern assisted the Woodbury Police Department by providing a much-needed grant. This grant allowed the police department to purchase numerous Stop the Bleed kits and training equipment. Today, all Woodbury police officers are trained and equipped to respond to life-threatening bleeding incidents and provide potentially life-saving treatment. The police department also offers this training to the public, free of charge. This grant from Norfolk Southern further demonstrates their commitment to working with and improving public safety.

The proposed Union Pacific–Norfolk Southern merger builds on our community partnerships and brings continued investment in rail infrastructure – enhancing public safety, strengthening neighborhood resilience, and creates continuity amongst first responders from coast to coast.

I respectfully urge the Surface Transportation Board to approve this merger swiftly – unlocking the investments, collaborative safety benefits, and broader economic opportunities it will bring.

Sincerely,

Michael Magee, SRO
Woodbury City Police Department
mmagee@woodburypd.com

cc: Member Schultz
Member Hedlund

Brotherhood Railway Carmen Division
Transportation Communications Union/IAM

Donald E. Grissom
General President

December 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423

Subject: Support for the Proposed Merger Between Union Pacific and Norfolk Southern

Dear Chairman Fuchs,

As the General President of the Brotherhood of Railway Carmen (BRC), I write to express my support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. This merger represents a transformative opportunity for the railroad industry and its workforce. We recognize that this merger presents an opportunity to strengthen long-term stability, expand opportunities for our members, and protect quality jobs for the future.

BRC members are skilled men and women who inspect, maintain, and repair freight railcars to ensure safety and reliability. BRC members play a critical role in ensuring the safety, reliability, and efficiency of Union Pacific's operations.

Recently, BRC and Union Pacific entered into a historic agreement that guarantees that BRC members working in mechanical service will have job protection for the length of their careers following the transaction. With this agreement, BRC members working at UP and NS can have the peace of mind that comes with knowing your job is secure and that you don't have to worry about being involuntarily furloughed.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to recognize Union Pacific's commitment to protect its workforce and carefully consider the positive impact this merger will have on labor and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

D.E. Grissom

Don Grissom
Carmen Division General President
BRC

♦ P.O. Box 156 ♦ New Holstein, WI 53061 ♦ E-mail: grissomd@tcunion.org ♦
♦ Phone: 920-894-4980 ♦ Fax: 920-894-4380 ♦ Website: www.tcunion.org ♦

International Association of Bridge,
Structural,Ornamental and Reinforcing
Iron Workers

LOCAL 89
Seth Gorman, Business Manager
1112 29th Avenue S.W. Cedar Rapids, Iowa 52404
Telephone 319-365-8675 FAX 319-365-3285

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strong Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Iron Workers Local 89, I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.
Our members perform critical work inspecting, repairing and constructing the structural backbone of America's freight rail system. Every day, we ensure that the steel bridges carrying millions of tons of goods meet the highest safety standards – work that protects communities, sustains commerce and keeps our rail network strong. Freight rail is not just transportation infrastructure; it is the circulatory system of our economy, driving growth, efficiency and sustainability.
This merger represents a transformative opportunity for the railroad industry and its workforce. A unified, transcontinental network will enable stronger investments in infrastructure, expanded capacity and improved service reliability. For our members, this means more opportunities to work, greater job security and the promise of continued investment in the nation's bridges and rail corridors.
Beyond continued investments and job opportunities, benefits include reduced highway congestion, lower emissions and economic growth for communities nationwide. This merger is a win for workers, shippers and the public.
We urge the Board to approve this merger and allow these opportunities to take shape.

Sincerely,

Seth A. Gorman

Seth Gorman, Business Manager
Ironworkers Local 89

310379

ENTERED
Office of Chief Counsel
November 26, 2025
Part of
Public Record

NCFO 32BJ SEIU

NATIONAL CONFERENCE
OF FIREMEN & OILERS,
32BJ/SEIU

MICHAEL PISTONE
PRESIDENT

EXECUTIVE BOARD

TRAVIS PROTHRO
VINCENT RUFFOLO
DARREN LIONAKIS

800 WEST BROAD STREET
SUITE 303
FALLS CHURCH, VA 22046

TEL: 276-706-3210
FAX: 276-706-3211
WWW.NCFO.ORG

Organized
December 1898

November 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423

Subject: Support for the Proposed Merger Between Union Pacific and Norfolk Southern (Docket Number: FD_36873)

Dear Chairman Fuchs,

As the President of the National Conference of Firemen and Oilers (NCFO), I write to express my support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. This merger represents a transformative opportunity for the railroad industry and its workforce. We recognize that this merger presents an opportunity to strengthen long-term stability, expand opportunities for our members, and protect quality jobs for the future.

Recently, NCFO and Union Pacific entered into a historic agreement that guarantees NCFO members working in mechanical service will have job protection for the length of their careers following the transaction. Union Pacific has made a commitment that employees of both Union Pacific and Norfolk Southern will not face involuntary furloughs as a result of the merger. This is an unprecedented guarantee in the history of American railroading.

The agreement stands out as a model of collaboration between The National Conference of Firemen and Oilers and Union Pacific at the highest level. It demonstrates that even in times of great change, industry leaders and unions can come together to secure both economic progress and the livelihoods of working people.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to recognize Union Pacific's commitment to its workforce and carefully consider the positive impact this merger will have on labor and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,



Michael Pistone
President
NCFO

CERTIFICATE OF SERVICE

This is to certify that a copy of the foregoing was e-filed on this 26th day of November, 2025, through the STB's e-filing system, and served by email or by regular mail, postage prepaid, upon the parties of record.

s/ Erika A. Diehl-Gibbons
Erika A. Diehl-Gibbons
Counsel for NCFO

SHEET METAL | AIR | RAIL | TRANSPORTATION
SMART
TRANSPORTATION DIVISION
6060 ROCKSIDE WOODS BLVD. N., STE. 325
INDEPENDENCE, OHIO 44131-2378
PHONE: 216-228-9400 • FAX: 216-228-5755
www.smart-union.org
JEREMY R. FERGUSON
President

310276

ENTERED
Office of Chief Counsel
November 19, 2025
Part of
Public Record

VIA E-FILING

November 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street, S.W.
Washington, D.C. 20423

Re: SMART-TD Statement in Support for the Proposed Merger Between Union Pacific and Norfolk Southern, STB FD 36873

Dear Chairman Fuchs,

As the president of the nation's largest railroad union, I write on behalf of SMART-TD to express support for the proposed merger between Union Pacific Railroad and Norfolk Southern Corporation. SMART-TD evaluates every merger on how it will impact members' jobs, livelihoods, and long-term stability. While a unified, transcontinental railroad has the potential to support sustained investment in infrastructure, expand network capacity, and improve service reliability, past mergers have not always delivered greater job security or long-term stability for railroad workers. That history shapes SMART-TD's approach to this transaction.

In September, following extensive discussions, SMART TD and Union Pacific reached a historic agreement, that provides extraordinary job protections for members in train and yardmaster service. Under that agreement, Union Pacific guaranteed these employees job protection for the length of their careers following the transaction, committing that these employees of both Union Pacific and Norfolk Southern will not face involuntary furloughs. This commitment is unprecedented in modern rail consolidations. For our members, many of whom have lived through previous mergers marked by job loss and uncertainty, these protections are both significant and rare.

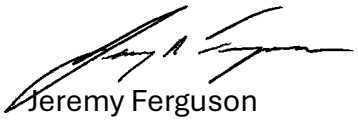
This agreement is the product of sustained and constructive dialogue between SMART-TD and Union Pacific about the needs and concerns of front-line railroad workers. It demonstrates that genuine engagement between labor and management can produce solutions that support operational goals while safeguarding the livelihoods of the employees who make rail service possible.

SMART-TD recognizes that regulatory review is essential to determining whether the proposed merger serves the public interest. As part of that review, SMART-TD respectfully

encourages the Board to consider the significance of these job-protection commitments and the stability they provide to thousands of working railroaders and their families. The agreement offers a model for how major transactions can proceed without placing undue risk on the workforce and represent a positive development for both industry and labor.

Thank you for your consideration of the perspective of SMART-TD on behalf of the members we represent. We remain committed to ensuring that any merger is carried out safely, in the public interest, and with the interests of railroad workers firmly protected.

Sincerely,



Jeremy Ferguson
President
SMART-TD

CERTIFICATE OF SERVICE

This is to certify that a copy of the foregoing was e-filed on this 19th day of November, 2025, through the STB's e-filing system, and served by email or by regular mail, postage prepaid, upon the parties of record.

s/Erika A. Diehl-Gibbons
Erika A. Diehl-Gibbons
General Counsel

United Supervisors Council of America
Council between TCU/WRSA and SMART-ydm
PO Box 1323 Lincoln, CA 95648 (916) 698-7438

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Strong Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of United Supervisors Council of America (USCA), I am writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.
Our members – yard controllers – coordinate the daily movement or railcars within terminal operations, directing crews and track assignments to build and route trains efficiently. Our work ensures smooth train flow and minimizes delays, directly supporting the safe and efficient movement of freight across the nation's rail network. Efficient freight rail operations support the growth and sustainability of the nation's economy.

This merger represents a transformative opportunity for the railroad industry and its workforce. A unified, transcontinental network will enable stronger investments in infrastructure, expanded capacity and improved service reliability. For our members, this means greater job security and the promise of continued investment in the nation's rail system.
Beyond continued investments and job opportunities, benefits include reduced highway congestion, lower emissions and economic growth for communities nationwide. This merger is a win for workers, shippers and the public.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on labor and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Carla Henderson
General Chairperson
United Supervisors Council of America

Kevin Young
General Chairperson
United Supervisors Council of America

4D Trucking & Logistics, Inc.
3600 W 127th St, Alsip IL 60803
Mail: PO BOX 113, Orland Park, IL 60462
T: 708-717-5662 F: 708-590-0732
Safety@4D-TL.com

09/18/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, 4D Trucking & Logistics, Inc strongly supports the proposed merger with Norfolk Southern.

At 4D Trucking & Logistics, Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Driton Leku - President
4D Trucking & Logistics, Inc
708-717-5662 Ext 118

cc: Member Schultz
Member Hedlund

Camino a La Loma 1200
Colonia Ladrillera, Pesquería
N.L., México 66650
Conm. +52 (81) 4002-5353
www.a2x.mx

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, A2 Express strongly supports the proposed merger with Norfolk Southern.

At A2 Express, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

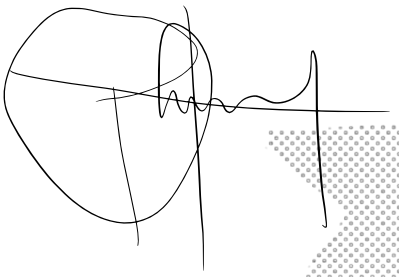
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Camino a La Loma 1200
Colonia Ladrillera, Pesquería
N.L., México 66650
Conm. +52 (81) 4002-5353
www.a2x.mx

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ramon Aragay Lopez
CEO
A2 Express
ra@a2x.mx



A5 RAIL

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, A5 Rail strongly supports the proposed merger with Norfolk Southern.

At A5 Rail we provide immersive learning utilizing Augmented Reality and Virtual Reality, as well as Construction Management, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Chene' Lewis
President
A5 Rail LLC

Chene.lewis@a5rail.com

(m) 346-413-1045

cc:

Member Schultz
Member Hedlund

AAA PAVING
SINCE 1964, LLC

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, AAA Paving Since 1964 LLC strongly supports the proposed merger with Norfolk Southern.

At AAA Paving, we provide asphalt paving, striping, sealcoating, repairs and maintenance, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

14601 Lillja Rd, Houston, TX 77060
(281) 809-5545 www.aaapaving.com

AAA PAVING
SINCE 1964

Sincerely,

Autumn Dubroc
Director of Finance & Administration
AAA Paving Since 1964
(281) 809-5545

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133786/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

ABLE TRANSPORT SOLUTIONS

November 14th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Boards
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Able Transport Solutions strongly supports the proposed merger with Norfolk Southern.

At Able Transport Solutions, we provide transportation services for various Union Pacific products, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on supplies like us and the broader economy.

ABLE TRANSPORT
SOLUTIONS

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Liz Wayne

Liz Wayne
Owner
Able Transport Solutions
lwayne@abletransportsolutions.com 402-706-4708

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Accessories Plus, Inc.
Locomotive Service
202 Clayborne St.
Glidden, Texas 79843

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As an 18 year supplier to Union Pacific Railroad, Accessories Plus, Inc. is proud to express our strong support for the proposed merger with Norfolk Southern.

Since 2006, we have provided locomotive servicing, railcar repair, air brake testing, inspections, and other essential support functions to Union Pacific, contributing to the safe and efficient movement of freight across the country. As Union Pacific builds America, we help keep the power moving. Furthermore, as a minority contractor with over one million touches to Union Pacific equipment, we've seen firsthand their professionalism and their commitment to operational excellence.

We believe the proposed merger will deliver significant benefits for Union Pacific's partners and the broader rail industry, including:

- **Business Growth:** Union Pacific has consistently fostered an environment where suppliers can thrive by delivering safe, efficient, and cost-effective solutions. We anticipate growth opportunities as supply demands expand following the merger.
- **Expanded Reach:** The combined network will enhance Union Pacific's ability to serve existing customers and reach new ones across a broader geographic footprint.
- **Improved Service Reliability:** A unified network will offer more direct routes and greater operational flexibility, minimizing disruptions that can affect product and service delivery.
- **Reduced Transit Times:** By eliminating interchanges where railcars are handed off, the merger will shorten transit times by several days-allowing faster delivery, lower inventory investment, and reinvestment into our business and workforce.
- **Increased Investment:** The new transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment-strengthening capacity, safety, and service quality. Such investment at the railroad level directly drives reinvestment and innovation among its suppliers.

We recognize that thorough regulatory review is a critical part of this process and encourage decision-makers to consider the positive impact this merger will have on suppliers like us, as well as the national economy.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Sherman Wilson, Sr.
President / CEO
832.519.7125

cc: Member Schultz
Member Hedlund

ACCU-PAVING CO.

2665 SOUTH 25TH AVENUE
BROADVIEW, ILLINOIS 60155-4591

PHONE 708/343-5900
FAX 708/343-7492

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Accu-Paving Co strongly supports the proposed merger with Norfolk Southern.

At Accu-Paving Co., we provide asphalt paving to deteriorated railroad crossings, which is essential to the safe and smooth operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Research:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of the process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

James A. Mertes
Vice President
Accu-Paving Co.

Cc: Member Schultz
Member Hedlund

14 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: STB Docket FD 36873 - Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Acuity International, LLC has served as Norfolk Southern's occupational health partner since 2016, providing end-to-end occupational health management solutions to enhance workforce productivity and ensure compliance with federal health and safety standards. Each year, Acuity performs over 10,000 employee health assessments, supporting Norfolk's commitment to a healthy and capable workforce. Our services encompass pre-hire evaluations, medical surveillance, return to work, and drug and alcohol testing, in compliance with Federal Railroad Administration (FRA) and Occupational Safety and Health (OSHA) requirements.

As a result of this work, Acuity International has had extensive interaction with Norfolk Southern, and has observed Norfolk's consistent dedication to employee well-being, operational reliability and adherence to regulatory excellence. Norfolk Southern has been an exemplary partner and demonstrates the highest levels of professionalism. If you need to follow up, please feel free to contact me.

Respectfully submitted,

Janell Smith

Digitally signed by Janell Smith
Date: 2025.10.14 22:05:56 -04'00'

Janell Smith
Healthcare & Regulatory Compliance Officer
janell.smith@acuityinternational.com
(321) 480-5542

cc: Member Schultz
Member Hedlund
David Hodgkinson, Chief Legal Officer, Acuity
Tom Smith, Senior Director Occupational Health, Acuity
Kristina Powell, Director, Exam Operations, Acuity
Ben Noerr, Norfolk, Senior Category Specialist Enterprise Resources
Sheetal Spiegel, Norfolk, Senior Director Enterprise Resources
Tim Futch, Norfolk, Senior, Category Manager Enterprise Resources

JS/dh

10-6-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Advance Services, Inc strongly supports the proposed merger with Norfolk Southern.

At Advance Services, Inc, we provide UPRR staffing services for their engineering and design departments. Our experience recruiting in the disciplines of high voltage, low voltage, power, mechanical systems, electrical, architectural design and track maintenance, and bridge design are essential to the safe and smooth operation of freight rail service across the country.

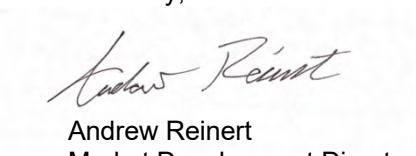
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Andrew Reinert
Market Development Director
Advance Services, Inc
andrew.reinert@asinc.net

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

ADVANCED WORKZONE SERVICES

PO Box 1569, Muskogee, OK 74402-1569

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to Union Pacific, Advanced Workzone Services, LLC strongly supports the proposed merger with Norfolk Southern.

At Advanced Workzone Services, we provide traffic safety services for at-grade roadway rail crossings, which is essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process and encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

2801 EAST 31st ST. S
MUSKOGEE, OK 74403

Phone 918/682-9393
Fax 918/682-9394

401 S. MEMORIAL DR.
TULSA, OK 74112

Phone 918/266-6969
Fax 918/266-7272

9612 W RENO AVENUE
OKLAHOMA CITY, OK 73128

Phone 405/607-0509
Fax 405/607-0517

www.advancedworkzoneservices.com

PO Box 1569, Muskogee, OK 74402-1569

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership this merger will bring.

Sincerely,

ADVANCED WORKZONE SERVICES LLC



Scott Gaddy
Vice President
sgaddy@aw-inc.com
Phone 918-351-4123

Copy To: Member Schultz
Member Hedlund

September 29th,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, **ALFER GROUP** strongly supports the proposed merger with Norfolk Southern.

At **ALFER GROUP**, for over 25 years we have been providing drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

L. Benito Gonzalez B

Director

ALFER GROUP

LBGONZALEZ@ALFERGROUP.COM.MX

cc: Member Schultz
Member Hedlund

10/29/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Alloy Mechanical Inc strongly supports the proposed merger with Norfolk Southern.
At Alloy Mechanical Inc, we provide mechanical contracting services, capital projects, and general maintenance, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

17865 Chappel Lansing IL 60438
Phone: 708-251-8940
Fax: 708-251-8056

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Scott Twiddy
Owner/President
Alloy Mechanical Inc
Cell: 708-203-9511
Office: 708-251-8940
Email: Scott.twiddy@alloymechanicalinc.com

cc:

Member Schultz
Member Hedlund

10/5/2025

Daniel Leone

Terminal Manager

Allpoints Transport INC

1265 Hamilton Ave

University Park, IL 60486

708-385-9750

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman,

As a proud supplier to Union Pacific, Allpoints Transport strongly supports the proposed merger with Norfolk Southern.

At Allpoints Transport, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

[Daniel Leone]
[Terminal Manager]
[Allpoints Transport]
[708-670-2745]



ALPHA RAILROAD & PILING, L.L.C.

5626 Hwy. 528
Minden, Louisiana 71055
(318) 377-8720 • Fax (318) 371-1974

October 20, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E. Street SW

Washington, DC 20423

Subject: support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Alpha Railroad and Piling LLC strongly supports the proposed merger with Norfolk Southern.

At Alpha Railroad and Piling, LLC, we provide comprehensive rail support services which include the construction repair and maintenance of tracks and bridges, and 24/7 emergency response to derailments.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership this merger will bring.

Sincerely,



Byron Patterson

Manager

Alpha Railroad and Piling, LLC

bpatterson@alpharailroadandpiling.com

Docusign Envelope ID: 76AD46DF-3BB3-470E-9AC9-72A55253EE1E

ALTHOUSE AND MEADE, INC.
BIOLOGICAL AND ENVIRONMENTAL SERVICES
1650 Ramada Drive, Suite 180, Paso Robles, CA 93446
(805) 237-9626 • Fax (805) 237-9181 • www.althouseandmeade.com
LynneDee Althouse, M.S. • Cell: (805) 459-1660 • lynnedee@althouseandmeade.com

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a small business committed to environmental sustainability with offices in North Carolina, Minnesota, and California, we recognize that reliable and efficient rail service is vital to both our local economies and our shared environmental goals. The proposed Union Pacific–Norfolk Southern merger represents an opportunity to strengthen our nation's transportation network while supporting cleaner, more sustainable freight and passenger movement. We have worked with Union Pacific Railroad as a contractor since 1997. We see the benefits of a coast-to-coast network.

The merger of Union Pacific and Norfolk Southern will improve service efficiency, reduce congestion, and expand regional and national market access. Increased rail capacity will improve energy efficiency, reduce costs, decrease prices, and enhance rail service quality. The merged companies' investment in rail infrastructure will create jobs, improve safety, and facilitate innovation in design and engineering.

On behalf of our business and others working toward sustainable solutions, we respectfully encourage the Surface Transportation Board to approve this merger to realize the economic and environmental benefits of a stronger, more connected, and more sustainable rail system.

Sincerely,

DocuSigned by: LynneDee Althouse 3B3D0CB806A2457...
LynneDee Althouse
President and CEO

Signed by: CF865A4406F042F...
Paul C. Oyler
Vice President and CFO

Signed by: Raymond M. Danner 6CA0961CF8A447E...
Raymond M. Danner
Associate Principal

Copy: Union Pacific Railroad
1400 Douglas Street, Mail Stop: 0708
Omaha, NE (68179)
c/o Supply Chain Department
Emma Lynn Boldt
Email: emmalynn.boldt@up.com

Member Michelle Schultz, Surface Transportation Board

Member Karen Hedlund, Surface Transportation Board

alton MATERIALS
Alton • • Sparta

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Alton Materials strongly supports the proposed merger with Norfolk Southern.

At Alton Materials, we provide rail car dismantling, rail car components and railroad recycling, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

#15 Hull Lane ▸ P.O. Box 219 ▸ Alton, IL 62002
618.462.0277 Phone ▸ 618.462.0278 Fax
www.altonmaterials.com

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Miles Lynch
President/ Owner
Alton Materials
Phone: 618-791-0049
Email: milesl@recycling-consultants.us

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above

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AlumiTank®
THE FUEL TANK SPECIALISTS

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Phone: 800-652-6630

Email: Sales@alumitank.com

Website: www.alumitank.com

October 23rd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

As a long-standing supplier to **Union Pacific Railroad**, **AlumiTank, Inc.** proudly supports the proposed merger between Union Pacific and Norfolk Southern.

At AlumiTank, we manufacture and install **aluminum fuel tanks and mounting systems for railcars**, specializing in the **replacement, refurbishment, and servicing of existing tank assemblies** across Union Pacific's fleet. Our products are designed to meet the demanding performance, safety, and longevity standards of North America's freight rail industry, and our relationship with Union Pacific has allowed us to consistently deliver solutions that help sustain safe and reliable operations.

We believe this merger will create significant advantages for suppliers, customers, and the broader transportation network:

- **Enhanced Operational Efficiency:** By connecting two leading rail networks, the combined organization will reduce transit times, improve routing flexibility, and streamline the movement of goods across regions—resulting in faster delivery of critical rail components like ours.
- **Stronger Supply Chain Collaboration:** A unified system will simplify logistics coordination and create a more predictable operating environment for suppliers, allowing us to plan production and fulfillment more effectively.
- **Increased Investment in Infrastructure:** The merger's scale will strengthen both companies' ability to invest in technology, sustainability, and safety—areas where AlumiTank continues to innovate in parallel.
- **Long-Term Stability for U.S. Manufacturing:** A stronger, more efficient rail system directly supports domestic manufacturing and transportation partners like AlumiTank, contributing to job creation and industrial growth across the nation.

Union Pacific has consistently demonstrated integrity, reliability, and a commitment to continuous improvement. We have full confidence that this merger will further enhance their ability to provide high-quality, dependable rail service, ensuring continued success for the thousands of suppliers and partners who support their operations.

We respectfully urge the Surface Transportation Board to give full and favorable consideration to this merger and the positive impact it will bring to the rail industry and its supplier network.

Sincerely,
Zac Hawes
Director of Sales & Marketing
AlumiTank, Inc.
800-652-6630 | zac@alumitank.com

Zac Hawes

AMERICAN
CONCRETE PRODUCTS

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, American Concrete Products strongly supports the proposed merger with Norfolk Southern.

At American Concrete Products, we provide precast and prestressed concrete products, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dan Muessel
Manager of Railroad Sales and Service
American Concrete Products
dmuessel@amconco.com

402-306-7132

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

American Integrated Services, Inc.

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, American Integrated Services, Inc. (AIS), strongly supports the proposed merger with Norfolk Southern.

At AIS, we provide industrial cleaning services, emergency response, and environmental remediation services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

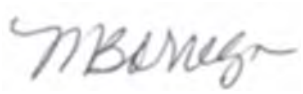
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

American Integrated Services, Inc.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Melynda Borrego
Vice President
American Integrated Services, Inc.
Email: mborrego@americanintegrated.com[

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

[09/12/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *American Line Trucking and Logistics LLC* strongly supports the proposed merger with Norfolk Southern.

At American Line Trucking and Logistics LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Orgest Rustemi



Orgest Rustemi
Founder & CEO
American Line Trucking and Logistics LLC

office phone 708 304 3600

Cell 734 582 3804

Email o.rustemi@al-tl.com

cc: Member Schultz
Member Hedlund

AMERICAN SURVEYORS INC.

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, American Surveyors Inc. strongly supports the proposed merger with Norfolk Southern.
At American Surveyors, we provide topographic land surveys showing the existing track, right-of-way conditions and features. The surveys are used to design new track configurations, bridges, siding extensions and positive train movements, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

821 County Road "S" 402-670-1955 Office
Fremont, NE 68025 trobinson@americansurveyors.com

AMERICAN SURVEYORS INC.
Timothy J Robinson, PLS
Owner/CEO
American Surveyors Inc.
402-670-1955
trobinson@americansurveyors.com
821 County Road S
Fremont, NE 68025

Sincerely,

Tim Robinson, PLS

cc:
Member Schultz
Member Hedlund

AMERICAN WHOLESALE LIGHTING

To:
The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Endorsement of the Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

American Wholesale Lighting is honored to support Union Pacific Railroad's proposed merger with Norfolk Southern. As a long-standing partner and supplier, we have seen firsthand the company's commitment to operational excellence, safety, and innovation. We believe this merger represents a strategic advancement for the nation's freight rail network and for the suppliers that help sustain it.

Our company provides comprehensive lighting, energy, and electrical solutions to transportation and industrial facilities nationwide, including many key Union Pacific properties. The efficiencies and scale created by a combined Union Pacific–Norfolk Southern network will enhance the reliability and reach of the rail system, directly benefiting the suppliers and contractors who serve it.

This merger stands to:

- Strengthen supply chain reliability by reducing interchange points and improving transit continuity;
- Enable faster delivery of critical materials and services supporting rail operations;
- Encourage broader infrastructure investment, especially in sustainability and modernization; and
- Create new opportunities for small and mid-sized businesses that serve the freight transportation sector.

Union Pacific's collaborative culture has always extended to its partners, and we expect this merger to multiply that effect, fostering growth and innovation throughout the supplier community.

We respectfully urge the Surface Transportation Board to give favorable consideration to this merger. It promises measurable gains in safety, service quality, and national freight efficiency—benefits that ripple well beyond the railroad industry itself.

Thank you for your attention to this important matter and for your continued stewardship of our nation's transportation system.

Respectfully,
Mark Jensen
Vice President, Energy & Electrical Division
American Wholesale Lighting

cc:
Member Schultz
Member Hedlund

1725 Rutan Dr.
Livermore, CA 94551
P: 510.252.1088 - F: 925.371.0491 - www.awlighting.com

AmeriTies Holdings, LLC

971-374-1991
3865 Wolverine St. NE
Suite E-13
Salem, OR 97305

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, AmeriTies Holdings, LLC strongly supports the proposed merger with Norfolk Southern.

At AmeriTies, we provide pressure treated crossties and timbers, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jeffrey L. Thompson

Jeffrey L. Thompson
President
AmeriTies Holdings, LLC

cc:

Member Schultz
Member Hedlund

AMGLO KEMLITE LABORATORIES, INC.
CORPORATE HEADQUARTERS

215 GATEWAY ROAD, BENSENVILLE, ILLINOIS 60106
PHONE: (630) 350-9470 FAX: (630) 350-9474Email:
INFO@AMGLO.COM

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Amglo Kemlite Laboratories Inc. strongly supports the proposed merger with Norfolk Southern.

At Amglo Kemlite Laboratories Inc., we provide specialty lighting to many industries including the rail industry. Amglo supplies Headlights, Auxillary lights and Step lamps, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

John Fogel

John Fogel
Product Manager
Amglo Kemlite Laboratories Inc.

Email: jfogel@amglo.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 28th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Amrize West Central Inc. strongly supports the proposed merger with Norfolk Southern.

At Amrize West Central Inc., we provide aggregate, ready-mixed concrete, asphalt materials, which we place through our construction group(s), which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Stephen A. Cordts

Stephen Cordts
General Manager
Amrize West Central Inc.
(303) 408-4400
stephen.cordts@amrize.com

cc:
Member Schultz
Member Hedlund

ANCON

September 29th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Ancon Marine Inc. strongly supports the proposed merger with Norfolk Southern.
At Ancon Marine Inc., we provide services that include waste management, Emergency Spill Response, and other Misc. Services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

10571 Los Alamitos Blvd.
Los Alamitos, CA 90720
www.anconservices.com
W: 310.933.6002
F: 310.522.5158

ANCON

Sincerely,
Blake Hardin
CEO
Ancon Services
(310) 261-0110 blakeh@anconservices.com

cc: Member Schultz
Member Hedlund

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud partner of both Union Pacific and Norfolk Southern, Anderzack-Pitzen Construction Inc. strongly supports the proposed merger between these two historic and innovative railroads.

At Anderzack-Pitzen Construction, we specialize in civil and bridge construction, proudly contributing to the infrastructure that keeps America's rail network strong and reliable. Over the years, we have had the privilege of working alongside Union Pacific and Norfolk Southern as trusted collaborators, ensuring the safe and efficient movement of goods across our nation.

From our perspective as a long-standing contractor, we believe this merger will bring meaningful benefits not only to the rail industry but also to the many companies—like ours—that serve and support it:

- **Shared Growth and Partnership:** Union Pacific and Norfolk Southern have consistently demonstrated a commitment to working closely with their contractors and partners. We value the trust they've placed in our team and are confident this merger will open even greater opportunities for collaboration and shared success.

- **Stronger Network, Better Service:** The combination of these two rail systems will create a more seamless and resilient national network. This will enable us, as a construction partner, to better plan, coordinate, and deliver projects that support rail operations across a larger footprint.

- **Enhanced Efficiency and Reliability:** A unified system will reduce logistical bottlenecks, improving project scheduling and delivery timelines for infrastructure work. This directly benefits our crews, our clients, and the communities we serve.

- **Investment in the Future:** With expanded reach and resources, the merged company will be better positioned to invest in long-term infrastructure, technology, and safety initiatives—investments that align with our mission to build lasting, high-quality rail structures that stand the test of time.

We fully understand the importance of regulatory review and trust that the Surface Transportation Board will recognize the positive, tangible benefits this merger will bring to the broader industry and economy. As a contractor that has worked side by side with both railroads, we believe this merger represents a strategic and forward-looking step that will strengthen America's transportation foundation for decades to come.

Thank you for your consideration. We look forward to continuing our partnership with Union Pacific and Norfolk Southern as they enter this new and exciting chapter together.

Sincerely,
Chris Pugh
VP, Business Development
Anderzack-Pitzen Construction Inc.
Cell: 757-367-3936

cc:
Member Schultz
Member Hedlund

Antea USA, Inc.
119 14th Street NW, Suite 220
New Brighton, MN 55112

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Antea USA, Inc. strongly supports the proposed merger with Norfolk Southern.

At Antea USA, Inc., we provide environmental consulting including site assessments, remedial activities, soil management plans, and SPCC and SWPPP programs which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Environmental Benefit: As environmental consultants working for Union Pacific, we can state that Union Pacific is a tremendous environmental steward and the merger will result in positive environmental outcomes by creating more efficient operations. .
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

The logo and ANTEA are registration trademarks of Antea USA, Inc.

Sincerely,



Bob Karls
Chairman of the Board
Antea USA, Inc.
Bob.Karls@anteagroup.us



Brian Ricketts
Chief Executive Officer
Antea USA, Inc.
Brian.Ricketts@anteagroup.us

ANTLER TRANSPORT LLC

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Antler Transport LLC strongly supports the proposed merger with Norfolk Southern.

At Antler Transport LLC, we provide professional drivers to assist with pickup and delivery of shipments, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

David Box

AON

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Aon, a leading global professional services firm and insurance broker, we are writing to express our support for the proposed merger between the Union Pacific and Norfolk Southern Railroads.

This will be a a pivotal step towards modernizing and enhancing railway safety across America. The melding of the operations and infrastructure of these two industry leaders will present an invaluable opportunity to assess the current landscape of railway safety on a national scale, allowing stakeholders to identify areas for improvement and develop unified standards that will ensure a safe and secure environment for railway workers and the public.

This will open avenues for significant investment in cutting-edge safety technologies, and foster innovation and development of safer transportation solutions and protocols. This strategic alignment would combine the operational strengths of both companies and advance standardized safety procedures across a larger network, reducing the potential for inconsistencies that might compromise safety. Both companies' railway workers would be guided by uniform safety standards and protocols, and the job security guarantees under the merger will lead to a more stable and experienced workforce – an element that is essential to maintaining the highest standards of safety.-

I believe this will create an industry that is better positioned to invest in infrastructure, technology, equipment, and workforce in ways that will improve the operation and safety of our nation's railways to the ultimate benefit of railway workers, consumers and the public at large.

Sincerely,

Mindy Simon
Chief Operating Officer
Aon

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

Accommodations Plus International (API) appreciates the opportunity to express support for the proposed merger of Norfolk Southern and Union Pacific. We recognize the potential of this merger to enhance the efficiency, safety, and resilience of the nation's rail network.

API provides technology-enabled crew lodging management for major rail carriers, including Norfolk Southern. As a business partner of Norfolk Southern, we anticipate that the proposed merger will lead to expanded reach, improved service reliability and reduced transit times, which will benefit rail customers and the economy as a whole. We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider these significant benefits during its review.

API supports Norfolk Southern's commitment to a thoughtful, well-managed merger that prioritizes employee welfare, operational continuity, and the long-term public interest in a strong, connected freight network. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Richard McLeer
Chief Executive Officer
Accommodations Plus International

APTONET
"trust is contagious"

October 6th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Aptonet Inc strongly supports the proposed merger with Union Pacific.

At Aptonet Inc, we provide Information Technology staffing and consulting services that help Norfolk Southern maintain and enhance its critical infrastructure systems, ensuring operational reliability and innovation across its network.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's technology and infrastructure demands expand as a result of the merger.
- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability**: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our services.
- **Increased Investment**: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business and workforce.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Patricio Mendes
Director of Operations
Aptonet Inc
patricio@aptonet.com | +1 (404) 421-7010

cc:

Member Schultz
Member Hedlund

Arc Rite Welding & Fabrication, LLC

6811 Hwy 16 S Pipe Creek, TX 78063
5900 S Spoede Ln Truesdale, MO 63383

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Arc Rite Welding and Fabrication strongly supports the proposed merger with Norfolk Southern.

At Arc Rite, we provide Steel, Bridges, and Bridge parts, along with steel maintenance, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Chase Nash
Plant Manager/Chief Estimator
Arc Rite Welding and Fabrication
318.497.3545

cc:

Member Schultz

Member Hedlund

St. Louis, MO 63128 | (314) 472-3847 | www.archrailgroup.com

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

I am writing on behalf of Arch Rail Group LLC, a proud supplier to Union Pacific. We strongly support the proposed merger with Norfolk Southern, as we believe it will bring substantial benefits to your operation, your partners, and the broader freight rail industry.

At Arch Rail Group LLC, we provide structural and railroad engineering services, which are vital to ensuring the safe, efficient, and reliable movement of freight across the country.

We are confident that this merger will positively impact suppliers like us through:

- **Business Growth:** A thriving environment that meets Union Pacific's needs will allow us to expand our offerings and grow alongside your company's increased demand.
- **Expanded Reach:** Access to a broader geographic network will enable us to serve existing customers better and reach new markets.
- **Enhanced Service Reliability:** A larger, integrated network will offer more direct routes and operational flexibility, reducing service disruptions and ensuring timely delivery.
- **Reduced Transit Times:** Eliminating interchanges will significantly cut transit times, allowing us to deliver products faster and reduce inventory costs—resources we can reinvest in our business and workforce.
- **Increased Investment:** The enhanced infrastructure and operational capabilities resulting from the merger will promote further investment in technology, safety, and capacity—benefiting both your operations and our partnership.

We appreciate the importance of a thorough regulatory review and encourage authorities to consider the positive economic and operational impacts of this merger.

Thank you for considering our perspective. We look forward to continued growth, innovation, and collaboration stemming from this exciting opportunity.

Sincerely,



Edward Harster
Member
Arch Rail Group LLC
edharster@archrailgroup.com
314-472-3847

cc:

Member Schultz
Member Hedlund

10/27/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Argus Consulting, Inc. strongly supports the proposed merger with Norfolk Southern.

At Argus Consulting, Inc., we provide fuel system design and consulting services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Chris Straub
President
Argus Consulting, Inc.

(816) 874-8233

chris.straub@argusco.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN

CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Arista Networks, Inc
5453 Great America Parkway
Santa Clara, CA 95054,
United States Phone:
408-547-5500 Fax:
650-887-3344
http://www.arista.com

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Arista Networks is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Arista Networks is a global leader in cloud networking solutions, specializing in scalable, high-performance data center and campus networking, cloud services, and digital transformation. Arista's business is driven by the growing demand for secure, agile, and automated network environments, supporting Fortune 500 companies and cloud providers worldwide. Our commitment to sustainability is reflected in energy-efficient solutions and a focus on reducing the carbon footprint of IT infrastructure. Arista's dedication to innovation and operational excellence positions us as a key player in enterprise networking, addressing the challenges of managing complex data environments and ensuring security, reliability, and efficiency. We empower organizations to innovate and scale through advanced networking platforms.

Arista Networks has been a strategic partner of Union Pacific since 2014, enabling Union Pacific's robust cybersecurity, compliance, and network modernization initiatives. Our collaboration has included several IT transformation programs, where Arista's cloud-grade networking solutions have supported Union Pacific's pursuit of operational excellence, business continuity, and customer experience.

As a strategic partner, Arista Networks understands the importance of rail to our national infrastructure and the critical role of streamlined IT at the heart of maintaining commerce. We also serve many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent a commitment to safety, growth, and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity:** The combined network will offer more transparent supply chain visibility, enabling advanced IT solutions to better serve supply chain needs. Union Pacific's modern network environment makes them a true plug-and-play partner with secure, efficient IT infrastructure.
- **Enhanced Customer Experience:** The merger will enable rapid deployment of capabilities to a broader set of customers in a secure and connected manner.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in security, infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

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- **Innovation & Efficiency:** The scale of a combined network will enable broader technological innovation and efficiency, advancing the frameworks Union Pacific employs and improving experiences for customers and suppliers.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Arista Networks has witnessed while working with Union Pacific during our long-term engagements, including secure and impactful technology transitions executed with an emphasis on business continuity and customer experience.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Bob Fenner

Vice President, US Central

Arista Networks, Inc.

Email: bobf@arista.com

Cell: 614-2047239

cc: Member Primus
Member Schultz
Member Hedlund

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.



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Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.



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Sept 11th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ARL Transport strongly supports the proposed merger with Norfolk Southern.

At ARL Transport, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ron K Faherty
Pres
ARL Transport
ron@arlnetwork.com

412-779-0500

cc: Member Schultz
Member Hedlund

ASPEN SITE RENTALS

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Aspen Site Rentals, strongly supports the proposed merger with Norfolk Southern.
At Aspen Site Rentals, we provide sanitation services, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

James Millett
Vice President
Aspen Site Rentals
940-433-1000

cc:

Member Schultz
Member Hedlund

October 13, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Asset Based Intermodal strongly supports the proposed merger with Norfolk Southern.

At Asset Based Intermodal, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

· Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

· Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.

· Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

· Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.· Expanded Reach: Ourability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

1220 N. First Street, Garland, Texas 75040 - Phone: 972-487-9900 - Fax: 972-487-9901

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Craig Ingram, Owner

Asset Based Intermodal, 214-882-1373

cc: Member Schultz Member Hedlund

ATLANTIC TRACK
www.atlantictrack.com

400 Broadacres Drive, Suite 415 • Bloomfield, NJ 07003
Phone: 800-631-1274 • Fax: 973-748-4520 • info@atlantictrack.com

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Atlantic Track & Turnout Co. strongly supports the proposed merger with Norfolk Southern.

At Atlantic Track, we provide a wide array of railroad track products including switches, frogs and machined rails which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Peter Hughes

Peter Hughes
President
Atlantic Track & Turnout Co
email:peterh@atlantictrack.com
PH: 973-748-5885

cc:
Member Schultz
Member Hedlund

ATW
DETAILED SOLUTIONS INC.
21602 Sunset View Drive • Crosby, TX 77532 • Office: (281) 324-1011 • Fax: (281) 324-1151

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ATW Detailed Solutions, Inc. strongly supports the proposed merger with Norfolk Southern.

At ATW Detailed Solutions, Inc. we provide load adjustments and transfer services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Grady Winslow
Vice President
ATW Detailed Solutions, Inc.
gradyw@swbell.net

TRANSPORTES

October 2nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Non-binding Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of, Auto Líneas América as a proud supplier to Union Pacific, we would like to state our general, non-binding support for the proposed merger with Norfolk Southern,

At Auto Líneas América, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

Based on publicly available information, it is our view that this transaction may yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business may grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will potentially offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.

Auto Líneas América, S.A. de C.V.
Carretera a Colombia 3200
Gral. Escobedo, N.L. 66052 México
Tel. (81) 8154 5000
www.trayecto.com

Una empresa de: TRAYECTO GTM - LARMEX

TRANSPORTES

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination could remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad can be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint may allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Please note that this letter is intended solely as a non-binding expression of support. It does not constitute, and should not be interpreted as, a legal commitment, financial guarantee or contractual obligation of any kind.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger may bring.

Sincerely,



Angel Garibay
Chief Executive Officer
Auto Líneas América
angel.garibay@alasa.com

cc: Member Schultz

Member Hedlund

Auto Transportadora Genesis, S.A. de C.V.

09-29-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Auto Transportadora Genesis, S.A. de C.V. strongly supports the proposed merger with Norfolk Southern.

At Auto Transportadora Genesis, S.A. de C.V., we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and efficient transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably while supporting jobs and economic growth.

We are sure, that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific help your suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We know that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jesus Alberto Maldonado Garza
Director General
Auto Transportadora Genesis, S.A. de C.C.
52+8113811481, chuymaldonado@atgenesis.mx

cc: Member Schultz
Member Hedlund

ARMS
Automated Railroad Maintenance Systems

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ARMS strongly supports the proposed merger with Norfolk Southern.

At ARMS, we provide DC Power Systems, Communications Systems, and Wayside Monitoring Systems for grade crossings, train control and communication systems which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Sid Bakker
President

Automated Railroad Maintenance Systems, Inc.
84 Hubble Drive, Suite 500, O'Fallon, MO 63368
PH: 636.532.1144, FX: 636.532.1482
www.tpscrail.com

by TRAXIÓN

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Autotransportes El Bisonte strongly supports the proposed merger with Norfolk Southern.

At Autotransportes El Bisonte we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Georgios Dimitrios Athanasakis de Saracho, Commercial Director of ATB

AUTOTRANSPORTES
"EL BISONTE" S.A. DE C.V.
R.F.C. ABI-930927-HI2
PRIV EJE 128 S/N
ZONA INDUSTRIAL
TEL. 01 (444) 870-15-00
SAN LUIS POTOSI, S.L.P.

cc: Member Schultz
Member Hedlund

AVANTIC
LODGING ENTERPRISES

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific and Norfolk Southern, Avantic Lodging Enterprises strongly supports the proposed merger with Norfolk Southern.

At Avantic Lodging Enterprises, we have provided hotel accommodations and 24-hour food service to the Class I railroad crews since 1984, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply needs expand following the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to serve our customers better and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our inventory investment, allowing us to further invest in our business and employees.

AVANTIC
LODGING ENTERPRISES

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an integral part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

I appreciate your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Brett Sundstrom

Brett Sundstrom
Chief Executive Officer
Avantic Lodging Enterprises
brett.sundstrom@lodgingenterprises.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's, or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

AVANTIC
LODGING ENTERPRISES

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

AVASANT

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Avasant, strongly supports the proposed merger with Union Pacific.

At Avasant, we provide Norfolk Southern with IT Consulting services including IT & Digital Transformation, Strategic Sourcing / Vendor Management, Benchmarking & Cost Optimization, and Business Process / Digital Process Transformation which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

AVASANT

Sincerely,



Carlos Hernandez

Managing Partner
Avasant, LLC
carlos.hernandez@avasant.com

cc:
Member Schultz
Member Hedlund

B2 ENVIRONMENTAL
B2Environmental.com

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, B2 Environmental, Inc. (B2E) strongly supports the proposed merger with Norfolk Southern.

At B2E, we provide environmental assessment and cleanup services, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Bob Arritt
Vice President-B2 Environmental, Inc.
bobarritt@b2e.com

cc:

Member Schultz
Member Hedlund

October 28th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Badger Daylighting Corp. strongly supports the proposed merger with Norfolk Southern.

At Badger Daylighting, we provide non-destructive vacuum excavation services to Union Pacific, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Robert Love Jr

Robert Love, Jr.
Vice President, National Accounts
Badger Daylighting Corp.
Email: bolove@badgerinc.com

cc: Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION



Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

BALI EXPRESS
SERVICES

[10/10/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, [***BALI EXPRESS SERVICES***] strongly supports the proposed merger with Norfolk Southern.

At [*BALI EXPRESS SERVICES*], we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

BALI EXPRESS
SERVICES

Marcela Amaya
Operations – CSR - SD yard Mgr.
Bali Express Services
619- 619-484-3324

cc: Member Schultz
Member Hedlund

10-9-25

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific (UPRR), Ballast Tools Equipment (BTE) strongly supports the proposed merger with Norfolk Southern.

At BTE, we design, build, sell, and lease innovative, high-performance railroad track maintenance equipment, powerful hi-rail machines, and versatile attachments. Our equipment is quality-engineered and field-tested to ensure reliable and effective on-track operations. BTE manufactures multi-functional Maintenance-of-Way machinery, including excavators, backhoes, skid steers, and smaller mobile track equipment. Complemented by a full line of BTE-designed, railroad-specific attachments such as tampers, tie handlers, panel lifters, and undercutters that enhance productivity and mobility across numerous maintenance applications, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Ned Williams
Vice President
Ballast Tools Equipment
nedwilliams@btequip.com

cc:
Member Schultz
Member Hedlund

Bear River Electric

Industrial — Commercial — Residential — Agricultural

10/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Bear River Electric, strongly supports the proposed merger with Norfolk Southern.

At Bear River Electric, we provide Industrial, and commercial, electrical work which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

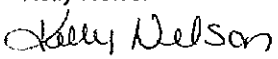
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kelly Nelson



Bear River Electric, LLC.
C:(208)547-7713
Office Manager
Kelly@Bearriverelectric.com

cc:
Member Schultz
Member Hedlaund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

Bear River Electric

Industrial ~ Commercial ~ Residential ~ Agricultural

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

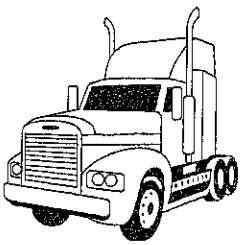
Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation In Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browser/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525046914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133736/d352918d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

BEARCAT XPRESS, INC.

10419 Chester Road
Cincinnati, Ohio 45215
Phone: (513) 326-0300
Fax: (513) 772-1361



09/19/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Bearcat Xpress, Inc strongly supports the proposed merger with Norfolk Southern.

At Bearcat Xpress, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ralph Winterhalter
President

[10/13/25]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Beemac Logistics strongly supports the proposed merger with Norfolk Southern.

At *Beemac*, we provide OTR transportation solutions which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Samuel Deatly



[Samuel Deatly]
[Director of Sales]
[Beemac Logistics]
[724-252-2488]

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, BELFOR Environmental strongly supports the proposed merger with Norfolk Southern.

At BELFOR Environmental, we provide hazardous materials remediation, emergency response, site restoration, and environmental consulting services that are essential to the safe and efficient operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

• Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's operational footprint and supply demands expand as a result of the merger.

• Expanded Reach: A broader, integrated rail network will enable us to provide services to a wider range of facilities and communities, enhancing our ability to support critical rail infrastructure.

• Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, reducing service interruptions that can affect delivery of our environmental response and remediation capabilities.

• Reduced Transit Times: By eliminating certain interchanges, the combination will remove delays that impact timely deployment of our personnel and equipment, ultimately improving response times and customer outcomes.

• Increased Investment: A unified, transcontinental railroad will be better positioned to invest in infrastructure, technology, and safety—directly benefiting suppliers like BELFOR Environmental that share a commitment to operational excellence and public safety.

We understand that regulatory review is an important part of this process, and we encourage the Board to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to continued growth, innovation, and partnership as this merger moves forward.

Sincerely,

Dave Keyfauver
General Manager
BELFOR Environmental
5535 W. 56th Ave. Unit 104 Arvada, CO 80002
303.425.7526
matt.hourigan@us.belfor.com
www.belforenvironmental.com

cc: Member Schultz
Member Hedlund

BELGER Cartage Service • 2100 Walnut Street • Kansas City, Missouri 64108 • 816-474-3250

10/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Belger Cartage Service, Inc. strongly supports the proposed merger with Norfolk Southern.
At Belger Cartage Service, Inc., we provide crane hoisting & rigging services, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Ryan Anson
Vice President
Belger Cartage Service, Inc.
Ranson@Belger.net

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Benson TUNING

October 8th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Benson Tuning is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

At Benson Tuning we rely on efficient, reliable, and cost-effective transportation to meet our needs and the needs of our customers. The American freight rail network is a critical component of our nations supply chain, allowing large volumes of material to move efficiently and sustainably. We understand the importance of rail to meet the needs of our people, customers, and our national economy. We also understand rail networks need new investments, and new commitments for growth and innovation, so we can all benefit and anticipate a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling railroads to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** The ability to access a broader geographic footprint will allow shippers to better serve customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on the broader economy.

Thank you for your consideration of our perspective.

Benson TUNING

Sincerely,

Todd Benson
Owner
Benson Tuning
P: (916) 994-8358
E: support@bensontuning.com

10/8/25

cc: Member Schultz
Member Hedlund

4301 Eastpark Dr
Houston, Texas 77028
Phone (713) 671-0072
Fax (972) 579-3379
E-mail: art@blueandgreytransport.com

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Blue & Grey Transport Co. strongly supports the proposed merger with Norfolk Southern.
At Blue & Grey Transport, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Art Padilla
EVP

BRAGG CRANE & RIGGING

Office (562) 984-2400
6251 N. Paramount Blvd.
Long Beach, CA, 90805
braggcompanies.com

9/19/2025

The Honorable Patrick J. Fuchs
Chairman

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Bragg Crane & Rigging strongly supports the proposed merger with Norfolk Southern.
At Bragg Crane & Rigging, we provide services to the construction, solar, wind, & renewable energy industries, which the safe and smooth operation of freight rail service across the country is required. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Aaron Keasling
Project Manager
Bragg Crane & Rigging
Aaron.keasling@braggcrane.com
(562) 209-0542

cc: Member Schultz
Member Hedlund

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Brandt Industries strongly supports the proposed merger with Norfolk Southern.

At Brandt Industries, we provide Brandt Power Units and OTM Trackers which are used as Maintenance of Way methods of maintain safe Railroads across North America which are essential to the safe and smooth operation of freight rail service across the country.

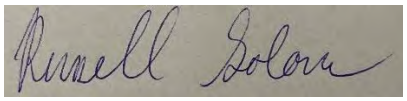
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Russell Solomon
US Sales & Operations Director
Brandt Industries
rsolomon@brandt.ca

1-214-250-1672

cc:
Member Schultz
Member Hedlund

BRIDGEWATER EQUIPMENT RENTAL

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Bridgewater Equipment, Inc. strongly supports the proposed merger with Norfolk Southern.

Here at Bridgewater Equipment, Inc., we provide emergency maintenance and repair of railroad tracks, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

David Bridgewater
Vice President
Bridgewater Equipment, Inc.
909-721-0508

cc:

Member Schultz
Member Hedlund

October 6, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Letter of Support for the Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Build A Box, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. For more than 12 years, Build A Box has had the privilege of partnering with Union Pacific Railroad to design and manufacture custom shipping container offices across their entire rail network. Through this collaboration, we have supported the development of critical on-site infrastructure that helps Union Pacific's teams operate efficiently and safely throughout their system.

We believe this proposed merger will create significant opportunities and benefits — not only for Union Pacific and its partners, but for the rail industry and broader economy. Key advantages we anticipate include:

- Business Growth: Union Pacific has fostered an environment where partners like us can grow while delivering safe, efficient, and cost-effective solutions. We expect that the expanded scale of the merged network will create new opportunities for collaboration and innovation.
- Expanded Reach: A broader geographic footprint will allow us to better serve existing customers and reach new ones, supporting the continued development of rail facilities and infrastructure across the country.
- Improved Service Reliability: The combined network will offer more direct routes and greater operational flexibility, reduce service interruptions and allow us to deliver our products and services more effectively.
- Reduced Transit Times: Eliminating interchange points will shorten transit times, enabling faster delivery to customers and reducing inventory costs — savings we can reinvest into our workforce and future projects.
- Increased Investment: A stronger, transcontinental railroad will be better positioned to invest in infrastructure, technology, and capacity. Increased investment from the railroad directly translates into new opportunities for suppliers and partners like Build A Box.

We understand that regulatory review is a critical part of this process, and we respectfully encourage the Surface Transportation Board to consider the positive impact this merger will have on suppliers, industry partners, and the communities we serve. Thank you for the opportunity to share our perspective. We look forward to continuing our partnership with Union Pacific and contributing to the growth, innovation, and success that this merger promises to bring.

Sincerely,

Michael McDermott
Chief Executive Officer
Build A Box
buildabox.com
mikemcd@buildaboxusa.com
940-395-8594

BUILDERS PAVING
Keeping the Earth Moving

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Builders Paving L.L.C. strongly supports the proposed merger with Norfolk Southern Railroad.
At Builders Paving L.L.C., we provide Concrete and Asphalt Paving Services, which are essential to the safe and smooth operation of freight operations across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steve Salinas
Vice President
Builders Paving L.L.C.
ssalinas@builderspavingllc.com

C HILL SERVICES LLC

PO Box 356
HULL TX 77564
936-641-9076

October 28th, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, C Hill Services LLC strongly supports the proposed merger with Norfolk Southern.

At C Hill Services LLC, we provide civil construction services, propane fuel, and Generac generator installations, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

· Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

· Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

· Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

· Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

PO Box 356
Hull TX 77564
936-641-9076

· Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jaclyn Hill

Owner, Managing Member

C Hill Services LLC

936-641-9076 / info@chillservicesllc.com

cc: Member Schultz

Member Hedlund

SERVICES HILL LLC
PO Box 356
HULL TX 77564
936-641-9076

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

SERVICES HILL LLC
PO Box 356
HULL TX 77564
936-641-9076

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registretion Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transection under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who mey be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in In the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pecific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have chenged from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy stetement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is aveilable at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with releted persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governence and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance end the Board—Compensation of Directors", "Executive Compensetion" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is aveilable at https://www.sec.gov/ix?doc=/Archives/edger/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available et https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

In Beasain (Spain), October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *CONSTRUCCIONES Y AUXILIAR DE FERROCARRILES S.A. (CAF)* strongly supports the proposed merger with Norfolk Southern.

At CAF, we provide locomotive modernization solutions, and locomotive parts such as wheels, axles, gearboxes, and propulsion systems, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Inscrita en el Registro Mercantil de Guipúzcoa. Tomo 983 - al folio 155 general y hoja SS-329. Inscripción núm. 244 del 15 de Abril de 1.991 de adaptación a la ley de 1.989. - N.I.F.: A-20001020 / ES. A-20001020

J.M. Iturrioz, 26
20200 Beasain - Spain
Tel.: +34 943 88 01 00
Fax: +34 943 88 01 00
caf@caf.net
www.caf.net

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Aitor Albisu Estensoro
VP Sales CAF Locomotive Solutions
CAF
aitor.albisu@caf.net
607-542-0122

cc:
Member Schultz
Member Hedlund

Inscrita en el Registro Mercantil de Guipúzcoa. Tomo 583 - al folio 155 general y hoja SS-329. Inscripción núm. 244 del 15 de Abril de 1.991 de adaptación a la ley de 1.989. - N.I.F.: A-20001020 / ES. A-20001020

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Fax: +34 943 88 01 00
caf@caf.net
www.caf.net

California Intermodal Associates Logistics Inc

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, our *Company California Intermodal Associates, Logistics* strongly supports the proposed merger with Norfolk Southern.

At California Intermodal Associates, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

6666 E. Washington Blvd City of Commerce CA 90040
Phone (323)562-7788 Fax (323)-201-3099



California Intermodal Associates Logistics Inc

Sincerely,

Gabriel Chaul
President
California Intermodal Associates Logistics
[chaul@ciatrucking.com]
323-562-7788 EXT 500

cc: Member Schultz
Member Hedlund

6666 E. Washington Blvd City of Commerce CA 90040
Phone (323)562-7788 Fax (323)-201-3099

Capgemini
333 W. Wacker Drive
Suite 300
Chicago, IL, 60606
www.capgemini.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

August 7, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Capgemini is writing to express its strong support for the proposed merger between Union Pacific and Norfolk Southern.

Capgemini is a global business and technology transformation partner, helping organizations accelerate their dual transition to a digital and sustainable world. With a strong heritage of more than 55 years, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. The company is a responsible and diverse group of 349,400 team members in more than 50 countries, delivering end-to-end services and solutions leveraging strengths from strategy and design to engineering.

With Union Pacific, Capgemini is engaged as a strategic implementation partner, delivering on the next chapters of back-office modernization in the SAP cloud suite focused on finance and supply. This is a digital transformation focused on automating financial processes, streamlining supply planning and operations, and bringing next-generation supply chain visibility to the warehouses and material supplies used to service Union Pacific Railroad. We understand the importance of rail to our national infrastructure and the global markets we serve. With our broad view of both US and global commerce, we understand firsthand how investments in technology modernization represent commitment to stability, growth, and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain connectivity:** The combined network will offer more transparent supply chain visibility, thus enabling services like ours to better enable supply chain planning and decision-support capabilities. As a supplier of several UP customers and vendors, this will act to multiply technology-enabled business practices. The modern environment Union Pacific operates with today makes them a true plug-and-play supply chain partner.
- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers. Rather than a siloed technology experience for customers, they will benefit from unified solutions, benefitting rail as a competitive mode
- **Increased investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Innovation:** Sheer scale of operations, financials, supply, human resources, and emerging tech will provide a larger and faster return on innovation. Solution deployment value will be multiplied.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Capgemini has witnessed while working with Union Pacific during our long-term engagements. We've seen direct precision execution of large scale, highly-impactful technology transitions – one in a surgical, and methodical way, with emphasis on business continuity and customer experience with unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Anirban Bose
CEO Americas
Member of Group Executive Board
Capgemini
anirban.bose@capgemini.com

Ted Levine
Deputy CEO Americas
Member of Group Executive Committee
Capgemini
theodore.levine@capgemini.com

cc: Member Primus
Member Schultz
Member Hedlund

Notice to the recipient of this proposal ("recipient")

The information contained herein, as well as any information shared by Capgemini in furtherance of this proposal, are the proprietary and confidential information ("Confidential Information") of Capgemini, and their release would offer substantial benefit to competitors offering similar services. The Confidential Information includes descriptions of methodologies and concepts derived through substantial research and development efforts undertaken by Capgemini. Recipient shall use this proposal and/or any Confidential Information solely for the purpose of evaluation for contract award. If Capgemini and Recipient are not otherwise parties to a non-disclosure agreement which protects Capgemini's Confidential Information herein, Recipient agrees to maintain in confidence and not to disclose the Confidential Information except to its employees or agents on a "need to know basis." Your acceptance of the submission of this proposal and evaluation thereof indicates your agreement to these terms. It is the position of Capgemini that this proposal and/or Confidential Information are not considered subject to release under the Freedom of Information Act, if applicable.

Copyright 2025 Capgemini America, Inc. All rights reserved. No part of this proposal may be reproduced by any means or transmitted without the prior written permission of Capgemini except internally by you for the purpose of evaluating this proposal. All copies of this proposal (or any portion hereof) should be returned to Capgemini or, at Capgemini's option, destroyed at the end of the proposal evaluation period if Capgemini is not selected.

Neither submission by Capgemini nor your acceptance of this proposal, in whole or in part, constitutes acceptance by Capgemini of any contractual terms contained in your Request for Proposal or similar document ("RFP"), if any, and shall not form a binding agreement between the parties, other than with respect to confidentiality as set forth herein. Such an agreement shall only exist upon the execution of a mutually acceptable contract by both parties ("definitive agreement"), which will contain the exclusive agreement between the parties regarding the scope and terms of Capgemini's engagement. Failure by Capgemini to comment upon any contractual terms in the RFP shall not constitute acceptance thereof. The RFP, and this proposal, will be superseded by the definitive agreement. Any proposed duties or obligations referenced herein should be understood as being subject to commercially reasonable efforts. Capgemini makes no representations, warranties, or assurances to you, except as may be mutually agreed in the definitive agreement. The terms of this Notice shall control over the terms in any RFP in the event of a conflict or inconsistency.

If the services involve third party components (including software and/or cloud services), open-source software, or artificial intelligence enabled tools or materials, the parties will work together to address the terms applicable to such items. Client's access and use of such items shall be governed by the applicable third-party terms and conditions.
The submission of this proposal is expressly subject to and conditioned upon the enforceability of the terms of this Notice. In the event that any of the terms of this Notice are held not to be enforceable, then, at Capgemini's option, Capgemini may withdraw this proposal without liability of any nature.

The term "Capgemini" appearing in this proposal may refer to Capgemini America, Inc., or to one or more of its global affiliates. However, this proposal is being submitted only by Capgemini America, Inc., which is solely responsible for its contents, and Capgemini America, Inc. shall be the contracting entity if its proposal is selected.

CAPITAL RAILROAD CONTRACTING, INC.

8500 E TRADE CENTER DR,
COLUMBIA, MO 65201
573-474-3588

10/17/25

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Capital Railroad Contracting, Inc. strongly supports the proposed merger with Norfolk Southern. At Capital Railroad Contracting, Inc., we provide track construction and maintenance services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.**
- **Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.**
- **Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.**
- **Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.**
- **Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.**

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Robert M. Gerke

Robert Gerke, Secretary
Ofc: 573-474-3588
Cell: 573-397-8787

cc: Member Schultz, Member Hedlund

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, CAS Associates, Inc. strongly supports the proposed merger with Norfolk Southern.

At CAS Associates, Inc., we provide quality transcription of hearings, grievance meetings, unjust hearings and interviews for railroads and similar transportation industries, which are essential to the safe and smooth operation of freight rail service across the country. Since 1995, we have been committed to providing the best possible alternative in outsourcing services for transportation industries, more specifically, transcripts of hearings held by various railroad companies. Professionalism, quality and confidentiality are important to our success. Our friendly staff is eager to assist you in providing a professional and accurate document.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kendra Poorker

Kendra Poorker
President/Owner
CAS Associates, Inc.
402-768-1086
kpoorker@casrail.com
kbembree@upcontractor.up.com

cc: Member Schultz
Member Hedlund

CASNE

11/3/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longstanding and trusted engineering and technology partner to Union Pacific, Casne Engineering fully supports the proposed merger with Norfolk Southern.

Casne's mission is to deliver the integrated systems and engineering solutions that keep freight rail operations safe, efficient, and future-ready. We see this merger as a strategic step forward for the rail industry—one that promises meaningful benefits for Union Pacific's supplier ecosystem and for companies like ours.

In particular, we expect the merger to:

- **Fuel Sustainable Growth:** Union Pacific has long fostered a collaborative environment that encourages suppliers to innovate and scale. We anticipate that the merger will expand opportunities for Casne to grow alongside a more robust and integrated rail network.

- **Broaden Market Access:** A wider geographic footprint will enhance our ability to support customers across the country and open new avenues for delivering our specialized services and solutions.

- **Enhance Service Continuity:** A unified network will increase operational flexibility and reduce disruptions — key to maintaining the consistent, high-quality service our clients expect.

- **Accelerate Delivery Cycles:** Streamlining rail operations will trim days off transit times. That means faster delivery of equipment, lower working capital requirements, and more capacity for reinvestment into innovation and workforce development.

- **Strengthen Infrastructure Investment:** A merged entity will be better positioned to invest in infrastructure and technology that align with our own commitment to safety, reliability, and technical excellence.

We recognize the importance of rigorous regulatory oversight and encourage decision-makers to consider the long-term advantages this merger offers to the supply chain, the transportation sector, and the broader economy.

CASNE

Thank you for considering Casne Engineering's perspective. We look forward to the continued innovation, growth, and collaboration that this merger represents.

Sincerely,

Curtis E. Clute
Chief Executive Officer
Casne Engineering, Inc.
curtis.clute@casne.com
+1 (425) 522-1000

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors---Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As the CEO of Cattron, a long-standing supplier and technology partner to Norfolk Southern, I am writing to express our strong support for the proposed merger with Union Pacific.

Cattron designs and manufactures advanced industrial and rail control solutions that support safe and efficient operations across the freight rail industry. Our technology plays a critical role in enhancing reliability, safety, and communication throughout the network.

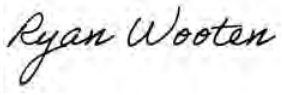
We believe the proposed merger will bring significant benefits to suppliers, customers, and the broader U.S. economy, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** A broader geographic footprint will allow us to serve our customers better and reach new markets as the combined network opens new opportunities for collaboration.
- **Improved Service Reliability:** The integrated network will offer more direct routes and increased operational flexibility, reducing service interruptions that can impact the delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times—enabling faster deliveries and allowing us to lower inventory levels while reinvesting in our people and operations.

- **Increased Investment:** A unified transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment—further improving service quality, capacity, and safety. Increased investment from the railroad translates directly into greater investment in our own business.

We appreciate the careful review this process requires and encourage the Board to consider the positive impact this merger will have on suppliers like Cattron and on the overall strength of the U.S. freight rail network.

Sincerely,



Ryan Wooten
Chief Executive Officer
Cattron
www.cattron.com

cc:
Member Schultz
Member Hedlund

Brett Edwards
Senior Vice President
Lic. BS.0143311

CBRE, Inc.
Brokerage Services

7900 Rancharrah Parkway
Suite 200
Reno, NV 89511

+1 775 823 6968 Tel
Brett.Edwards@cbre.com
www.cbre.com

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime economic development partner of Union Pacific, CBRE is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to market our real estate for industrial development. We believe that the proposed merger will enhance competition and yield significant benefits for economic development partners like us.

I represent a five thousand acre industrial and manufacturing development, Victory Logistics District, in northwestern Nevada that abuts the UP mainline. Victory Logistics District recently received approval to bring rail service into industrial development.

We view the merger as most favorable to all parties concerned. This will create a strategic economic surge between coastal markets. The merger will yield significant economic advantages by providing direct rail service to enable cost competitive efficiencies to the site at Victory Logistics District.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Brett Edwards
Senior Vice President
CBRE, Inc.

cc: Member Schultz
Member Hedlund

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Cenozoic, LLC strongly supports the proposed merger with Norfolk Southern.

At Cenozoic, we provide program-level environmental management services systemwide, which are essential to protect human health and the environment and to ensure smooth operation of freight rail service across the country.

As a small business Union Pacific has provided Cenozoic with opportunities that otherwise might not have been possible. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners as well as provide additional environmental stewardship, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers, reach new ones, and grow our business via investing in additional individual resources.
- **Improved Services:** The combined network will offer a comprehensive approach to environmental initiatives throughout all routes. This will increase productivity and allow complete best of industry standards and proactive environmental principles to reach across the entire rail system.
- **Reduced Environmental Footprint:** This merger will systematically increase the level of environmental stewardship by expanding Union Pacific's best in class environmental programs. Beyond providing goods to more customers, faster, a combined railroad can more comprehensively emphasize environmentally sound and safe practices across the United States.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in environmental stewardship, infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business, allowing us to further invest in our dedicated human resources.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on the environment and suppliers like us.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Rod Jasmer

Rodney M. Jasmer
Managing Principal
Cenozoic, LLC
rjasmer@ceno-zoic.com
612-845-6567

cc: Member Schultz
Member Hedlund

CentiMark
Innovative Roofing and Flooring Solutions

10/03/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, CentiMark strongly supports the proposed merger with Union Pacific.

At CentiMark we provide roofing solutions, keeping buildings dry and watertight, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steven M Houck
National Account Manager
CentiMark
Steven.houck@centimark.com
470-349-2602

cc: Member Schultz
Member Hedlund

CENTRAL DE FLETES MONTERREY S.A. DE C.V.

Río Tlalnepantla No. 83 San José de la Escalera
Deleg. Gustavo A. Madero 07630 México, D.F.
Tel. (55) 50399004 con 30 líneas Celular: 044-55-18-80-07-31
Email: MJosue.garcia@correo-grupomg.com.mx

Mexico, D.F., a 29 de septiembre de 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Central de Fletes Monterrey strongly supports the proposed merger with Norfolk Southern.
At Central de Fletes Monterrey, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Marcos Josue Garcia
Director Comercial
Central de Fletes Monterrey
mjosue.garcia@correo-grupomg.com.mx
55 1880 0731

cc: Member Schultz
Member Hedlund

CG Power and Industrial Solutions Limited
Traction Machines & System Division
D5, Industrial Area MPAKVN, Mandideep 462 046, Madhya Pradesh, India
T: +91 7480 400 000 F: +91 7480 403 119

Smart solutions.
Strong relationships.

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a trusted supplier to both Norfolk Southern and Union Pacific, CG Power & Industrial Solutions strongly supports the proposed merger of these two leading railroads.

At CG Power, we are dedicated to delivering critical locomotive rotating electrical equipment—including new and remanufactured traction motors, alternators, propulsion systems, and related components—that are essential to ensuring the safe, reliable, and efficient operation of freight rail across North America.

We recognize the importance of this merger not only to the rail industry but also to suppliers like us. The combined network and operational synergies will strengthen opportunities for innovation, service reliability, and long-term collaboration with our valued railroad partners.

In particular, CG Power sees significant benefits in the following areas:

• Continued Commitment During Transition: CG Power is fully committed to supporting both Norfolk Southern and Union Pacific as trusted partners throughout this transition period. We will maintain uninterrupted supply, service responsiveness, and technical support to ensure seamless operations.

• Business Growth & Partnership Expansion: The merger is expected to increase demand for safe, efficient, and cost-effective solutions. As a supplier of mission-critical equipment, CG anticipates growth alongside our partners, enabling us to invest further in capacity, technology, and U.S.-based support infrastructure.

• Expanded Reach & Improved Service Reliability: The combined network will create more direct routes and reduce service disruptions, supporting both timely product deliveries and enhanced aftermarket support.

• Reduced Transit Times & Supply Chain Efficiency: Faster cycle times will allow us to

CG Power and Industrial Solutions Limited
Traction Machines & System Division
D5, Industrial Area MPAKVN, Mandideep 462 046, Madhya Pradesh, India
T: +91 7480 400 000 F: +91 7480 403 119

Smart solutions.
Strong relationships.

reduce inventory burdens, reinvest in our workforce, and scale our North American operations to better serve the railroads.

• Increased Investment & Innovation: With the strength of a transcontinental railroad, NS and UP will be positioned to invest in infrastructure and advanced technologies. CG Power shares this vision and is prepared to align investments that enhance reliability, sustainability, and long-term growth.

We strongly believe this merger will create a more resilient rail network that benefits shippers, suppliers, employees, and the broader U.S. economy. CG Power looks forward to continuing our partnership with both Union Pacific and Norfolk Southern, driving innovation and growth well into the future.

Thank you for considering our perspective and for your careful review of this important development.

Sincerely,

Isaac Scott
Commercial Director- North America
CG Power & Industrial Solutions

Isaac Scott

cc:
Member Schultz
Member Hedlund

Registered Office:
CG House, 6th Floor, Dr Annie Besant Road, Worli, Mumbai 400 030, India
T: +91 22 2423 7700 F: +91 22 2423 7733 W: www.cgglobal.com
Corporate Identity Number : L99999MH1937PLC002641

September 24, 2015

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, CGM Intermodal Shippers Inc strongly supports the proposed merger with Norfolk Southern.

At CGM Intermodal, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eddie Gomez
President
CGM Intermodal Shippers Inc
3422 Garfield Ave
Commerce, CA 90040
(562) 966-0238

cc: Member Schultz
Member Hedlund

CHAFFIN
Tower Services Inc.
(918) 772-3600
Hulbert, Oklahoma

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Chaffin Tower Services, Inc strongly supports the proposed merger with Norfolk Southern.

At Chaffin Tower Services, Inc we provide new tower site construction and maintenance and repair to existing tower sites which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

James S. Chaffin

President/ Owner
Chaffin Tower Services, Inc
918-207-7065 jschaffin@chaffintowers.net



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Chicago Intermodal Transportation strongly supports the proposed merger with Norfolk Southern.
At Chicago Intermodal Transportation, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Ed Rom
President
Chicago Intermodal Transportation



Choctaw Construction Services, LLC
Physical Address – 35831 Brumlow Rd. Hempstead, TX 77445
Mailing Address – PO Box 187, Katy, TX 77492

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

We take considerable pride in being a supplier to Union Pacific Railroad. Choctaw Construction Services, LLC is an American Indian and Veteran owned business that strongly supports the proposed merger between Union Pacific and Norfolk Southern.

Our mission at Choctaw Construction Services, LLC is to make our customer's capital more efficient. We accomplish this by providing maintenance of way services and new construction services for Union Pacific as well as other Class 1 Railroads. These services are vital to the safe and efficient movement of goods across freight rail in the US, as well as for the import and export of goods across our borders with Mexico and Canada.

Union Pacific Railroad, which was chartered and partially funded by the US government under Abraham Lincoln's administration, now has the potential to fulfill the vision that Abraham Lincoln had for a transcontinental railroad, but now under a much more efficient single-corporate structure.

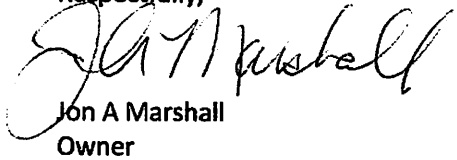
We strongly believe that very considerable benefits will accrue to the customers, suppliers and communities in which Union Pacific operates as a consequence of this proposed merger.

- **Environmental:** The carbon footprint of the freight railroads as measured in freight ton-miles per unit of Greenhouse Gas Emission is significantly lower than that of the trucking industry. Union Pacific has continuously focused on improving their carbon footprint and has encouraged its suppliers to focus not only on their Greenhouse Gas Emissions, but also to develop and implement formal programs to minimize spills of hydrocarbons and hazardous materials.
- **Safety:** The safe operation of the railroad is paramount to Union Pacific. As we work for a host of Class 1 railroads, we are able to confidently say that Union Pacific's focus on safety is unparalleled in the industry. Premier among their safety concerns is the protection of the people working on the railroad as well as those within the communities in which they operate.

- **Business Growth Opportunities:** Union Pacific is a most demanding customer, particularly with respect to safety, environmental performance and operating efficiency. We are a much better company today as a consequence of Union Pacific's very high standards for performance. We are highly confident that our business will grow upon completion of this merger, and as a consequence, we will be able to offer expanded professional growth opportunities for our workforce which is comprised of over 80 % racial and ethnic minorities. Attendant to this growth will be opportunities to expand geographically as well as develop new lines of business to support the growing needs of Union Pacific's expanded service area.
- **Improved Customer Service:** Currently, customers moving goods across multiple railroad lines are required to deal with multiple service providers with disparate freight rates and delivery schedules. By combining the networks of Union Pacific and Norfolk Southern, customers will have the ability to deal with a sole supplier which offers quicker and more direct rail routes, devoid of separately owned switching yards, which will translate to more cost-effective freight solutions for the customer.
- **Capital Efficiency:** Duplicative costs across the two companies will be eliminated with this merger, thus creating significant cost synergies. These cost savings, coupled with the improved service reliability this merger will create across the entire rail network, will translate to more cost effective and timely movement of customer's goods. In addition, these cost savings will free up capital be invested in developing technologies and infrastructure that will further improve safety, service reliability and customer service.
- **Strategic Importance:** President Eisenhower's military experience in WWI and WW II was the primary reason for the creation of the Interstate Highway system. Eisenhower understood the importance of being able to move troops and combat equipment quickly across the continent in the event of a two-front war. It should not be lost upon the regulator's consideration the considerable value this merger could have in time of war. When other methods of transport are compromised, the ability of the federal government to coordinate with a single entity the efficient movement by rail of people and critical equipment essential to our national security will be invaluable.

We recognize the importance of the regulatory review that you are undertaking with respect to this merger and hope that you will give due consideration to the very positive benefits that will accrue to the customers, the suppliers, the communities in which Union Pacific will operate, and to the Nation.

Respectfully,



Jon A Marshall
Owner
Choctaw Construction Services, LLC
jon.a.marshall@gmail.com

cc: Member Schultz
Member Hedlund

Circle Logistics
Personalized Logistics & Transportation Solutions

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Circle Logistics strongly supports the proposed merger with Norfolk Southern.

At Circle, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Circle Logistics
Personalized Logistics & Transportation Solutions

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely, Robert Fortmeyer

Robert Fortmeyer
General Counsel
Circle Logistics Inc.
260-267-3878 | rfortmeyer@circledelivers.com

cc: Member Schultz
Member Hedlund

Audit trail

Details

FILE NAME	Letter of Support - Circle Logistics.docx.pdf - 9/30/25, 3:17 PM
STATUS	Signed
STATUS TIMESTAMP	2025/09/30 19:18:51 UTC

Activity

SENT	rfortmeyer@circledelivers.com **sent** a signature request to: • Robert Fortmeyer (rfortmeyer@circledelivers.com)	2025/09/30 19:18:02 UTC
SIGNED	**Signed** by Robert Fortmeyer (rfortmeyer@circledelivers.com)	2025/09/30 19:18:51 UTC
COMPLETED	This document has been signed by all signers and is **complete**	2025/09/30 19:18:51 UTC

The email address indicated above for each signer may be associated with a Google account, and may either be the primary email address or secondary email address associated with that account.

10/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Proposed Merger

Dear Chairman Fuchs,

CIT Rail is a leading railcar and locomotive leasing company that proudly serves the North American rail industry. With over $9 billion in rail assets owned, CIT Rail supports the industry with equipment that provides rail capacity to the transportation network. Union Pacific and Norfolk Southern are two of our highly valued customers.

CIT Rail views a modern rail backbone that will streamline interline transfers, standardize operating practices, and enable better coordination of capacity across the North American rail network as good for the economic and employment engine of the United States.

We are supportive of business transactions that increase operational flexibility, help reduce service interruptions that impact rail network reliability and enhance overall competition. Effectively addressing network reliability should allow for modal growth that will bolster American investments in new rail capacity benefiting shippers, the public, and suppliers like CIT Rail.

Thank you for your consideration of our perspective. Please let me know if you have any additional questions or concerns.

Thanks,

Jeffrey T. Lytle

President, CIT Rail

Internal

CNR Industrial Services, Inc.
759 S Haskell Avenue
Willcox, AZ 85643

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, CNR Industrial Services, Inc. strongly supports the proposed merger with Norfolk Southern.

At CNR Industrial Services, Inc. we provide contracted railroad services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

CNR Industrial Services, Inc.
759 S Haskell Avenue
Willcox, AZ 85643

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Chad Graves

Chad Graves
Vice President
CNR Industrial Services, Inc.
(520) 444-5534

cc:
Member Schultz
Member Hedlund



CNR Industrial Services, Inc.
759 S Haskell Avenue
Willcox, AZ 85643

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.



CNR Industrial Services, Inc.
759 S Haskell Avenue
Willcox, AZ 85643

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Perspective on Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a supplier to Union Pacific, Coalesce Automation, Inc. ("Coalesce") respectfully offers our perspective on the proposed merger with Norfolk Southern. At Coalesce, we provide data transformation and governance solutions, which play a role in supporting the safe and efficient operation of freight rail service across the country.

We recognize that the Surface Transportation Board's review will rightly focus on protecting competition, ensuring reliable service, and safeguarding the broader public interest. With those priorities in mind, we believe the proposed merger could create meaningful benefits for suppliers, shippers, and the national economy alike, including:

- **Improved Network Efficiency:** A unified system could reduce duplicative handoffs, lowering transit times and improving service reliability for businesses that depend on rail.

- **Investment in Infrastructure and Technology:** A stronger, transcontinental railroad may be better positioned to make long-term investments in capacity, safety, and sustainability.

- **Economic Growth:** A more efficient and competitive freight network can support domestic supply chains, job creation, and environmental benefits through reduced emissions.

- **Supplier Opportunities:** As the combined company invests in equipment, infrastructure, and innovation, suppliers like us will be able to contribute more

effectively, meeting higher standards of safety, quality, and efficiency.

We understand there are important questions to be addressed in this process, and we appreciate the careful review the Board is undertaking. From our vantage point, the merger offers the potential to strengthen the nation's freight rail system in ways that benefit not only railroads and their suppliers, but also customers, communities, and the economy as a whole.

Thank you for considering our perspective as part of your deliberations.

Respectfully,



Nick DeCesare

VP of Finance

Coalesce Automation, Inc.

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud vendor to Union Pacific, Cobb, Fendley & Associates Inc. (CobbFendley) strongly supports the proposed merger with Norfolk Southern.

At CobbFendley, we provide professional services for infrastructure projects, including civil engineering, subsurface utility engineering (SUE), geospatial and land surveying, and utility coordination. These services are essential to the safe and smooth improvement of the rail system across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's vendors, partners, and Americans in general including:

- **Business Growth Opportunities**: Union Pacific has long supported a collaborative environment where vendors can thrive while delivering safe, efficient, and cost-effective solutions. We anticipate that the merger will drive increased demand for engineering services, positioning CobbFendley for continued growth as infrastructure needs increase.
- **Expanded Geographic Reach**: The merger will create a more extensive and integrated rail network, allowing CobbFendley to support Union Pacific in enhancing safety, reliability, and efficiency across a broader portion of the national rail system, including states where we don't currently provide services.
- **Enhanced Service Reliability**: A unified network will streamline operations and improve route flexibility and reduce service disruptions for clients/customers. This reliability supports better planning and execution of engineering projects tied to rail infrastructure.
- **Reduced Transit Times**: By eliminating interchanges and handoffs between carriers, the combined railroad will shorten transit times by several days. This efficiency benefits, supply chains and supports strong economies that drive infrastructure solutions.
- **Increased Infrastructure Investment**: A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment. These investments will improve service quality, capacity, and safety. This will also translate into increased opportunities for vendors like CobbFendley to support those initiatives through professional engineering services.

4424 W Sam Houston Parkway N, Suite 600 | Houston, Texas 77041 | Phone: 713.462.3242 | Fax: 713.462.3262 | www.cobbfendley.com
TBPELS Engineering Firm No. 274; Land Surveying Firm No. 10046700

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on vendors like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Monica Silver

Monica Silver, P.E.
President / Chief Executive Officer
Cobb, Fendley & Associates, Inc.
Direct (713) 485-8125
MSilver@CobbFendley.com

cc: Member Schultz
Member Hedlund

CODE 3
SERVICES, LLC

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific Code 3 Services, LLC, strongly supports the proposed merger with Norfolk Southern. At Code 3 Services, we respond to railcar incidents and provide hazardous response services. We also assist with manual labor or support tasks needed to help rail operations continue safely and efficiently which is essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver

P.O. Box 10278 * El Dorado, AR 71730 * www.code3servicesllc.com * Ph. 870-875-1521 * Email code3servicesllc@gmail.com

more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Yours truly,
Code 3 Services LLC



Nick Johnson
Owner

cc:
Member Schultz
Member Hedlund

CODE 3
SERVICES, LLC

COLD SUMMIT

10/9/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Cold Summit is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our Customers and ensure the safe, timely delivery of our products across the country. At Cold Summit, we transport food products, primarily frozen and chilled product to markets throughout the world. Our vision is to Reshape the Global Cold Chain. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Cold Summit has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific for companies like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more ports, distribution hubs and eventually to move American dinner tables.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

COLD SUMMIT

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Scott Pertel

Founder & CEO
Cold Summit

scott@coldsummit.com

415-606-8627

cc: Member Schultz
Member Hedlund

COLDWATER
ENGINEERING

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs:

As a proud supplier to Union Pacific, Coldwater Engineering strongly supports the proposed merger with Norfolk Southern.

At Coldwater Engineering, we provide consulting engineering services in the hydrologic and hydraulic, permitting, and survey fields, which are essential to the safe and smooth operation of freight rail service across the country.

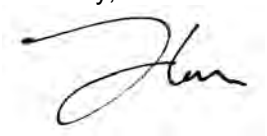
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Terry Cowan, P.E.
President & CEO
Coldwater Engineering

cc: Member Schultz
Member Hedlund

COLEMAN INDUSTRIAL CONSTRUCTION

Coleman Industrial Construction, Inc.
1001 Swift Avenue
Kansas City, MO 64116
Phone (816) 741-8383
Fax (816) 741-0542
www. cickc.com
estimating@cickc.com

Founded 1979
5-Time Winner – NRCMA Contractor Safety Award

CA #509485 NV #62118 AZ ROC #124875 NM #356716 AR #15890307 LA #15487 OR #73383 UT 360775

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Coleman Industrial Construction strongly supports the proposed merger with Norfolk Southern.

At Coleman Industrial Construction, we build various projects for Union Pacific across their entire footprint. Our projects include fueling platforms, inspections pits, air systems, sand systems, buildings, environmental projects, and really any project in their rail yard. These projects are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and

safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring. Should you need further information regarding our support please call me at 816-741-8383.

Sincerely,

Stephanie Freeman
President
Coleman Industrial Construction

cc:
Member Schultz
Member Hedlund

November 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Colliers strongly supports the proposed merger with Norfolk Southern.

At Colliers, we provide real estate management services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Tim Allison
Executive Vice President | US REMS
Colliers
2221 Edward Holland Drive,
Suite 600, Richmond, Virginia 23225
Tim.allison@colliers.com
Direct: +1 804 420 3236 | Mobile: +1 804 400 6835

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

11516 Miracle Hills Drive
Suite 400
Omaha, NE 68154

Main: +1 402 345 5866
colliers.com

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Colliers | Nebraska is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of consumers and ensure the safe, timely delivery of our products across the country. At Colliers Nebraska, we work with a variety of users, small and larger, that transport goods that are vital to the national economy. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Colliers Nebraska has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,
Colliers | Nebraska

Charles McNeil
Senior Vice President | Principal
402-215-1554 | Charles.Mcneil@colliers.com

cc: Member Schultz
Member Hedlund

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime, economic development partner of Union Pacific, Colliers is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to market our real estate for industrial development.

We believe that the proposed merger will enhance competition and yield significant benefits for economic development partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Clyde F. Stauff, SIOR
Vice Chair
Colliers
949.724.5543
clyde.stauff@colliers.com

cc: Member Schultz
Member Hedlund

concentrix

August 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term strategic partner of Union Pacific, Concentrix is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Concentrix is a trusted provider of customer engagement solutions, serving over 2,000 clients across various sectors, including Fortune Global 500 brands. The company is known for its ability to design, build, and run integrated solutions at scale, effectively addressing the business challenges of its clients. Concentrix's mission is to empower brands by being human-centered, tech-powered, and intelligence-fueled, ensuring that it meets the needs of its clients efficiently and effectively.

In the multi-year strategic partnership with Union Pacific, Concentrix has witnessed several innovative technology programs come to fruition, including most notably the NetControl transportation management system (TMS) launched in 2024. This represented a milestone achievement in modernization, making Union Pacific the first class I railroad to fully modernize their operations systems (Positive Train Control (PTC), NetControl (TMS), and Computer-Aided Dispatching (CADx)). We have also partnered with Union Pacific on their Invoice Management, Terminal Command Center, and Quality Assurance Center of Excellence programs to name recent achievements. In every program and deployment, it has been our experience that Union Pacific approaches technology with an innovative mindset, pursuing the art of what is possible while maintaining high standards of business continuity and customer experience excellence.

As a national and global services provider, we understand the importance of rail to our national critical infrastructure and the broader impact to the global markets we serve. We also have the pleasure of serving many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent commitment to stability, growth and innovation.

We expect that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity:** The combined network will offer more transparent supply chain visibility, thus enabling solutions that partners like Concentrix develop and partner to deploy to better serve supply chain operations.

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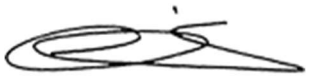
- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers. Rather than a siloed technology experience for customers, they will benefit from unified solutions, benefitting rail as a competitive mode.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Innovation:** The transcontinental railroad's scale of operations, financials, supply, human resources, and emerging tech can provide a larger and faster return on innovation, multiplying the value of solution deployment.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact we believe this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Concentrix has witnessed while working with Union Pacific during our long-term engagements. We have seen direct precision execution of large scale, highly impactful technology transitions in a surgical, and methodical way, with an emphasis on business continuity and customer experience as unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Chris Caldwell
President and Chief Executive Officer
Concentrix Corporation

cc: Member Primus
Member Schultz
Member Hedlund

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CONFLUENT

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Confluent, Inc. strongly supports the proposed merger with Norfolk Southern.

At Confluent, Inc., we provide a data streaming platform that helps business process, connect, and manage data in real-time, which are essential to the safe and smooth technology operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Signed by:
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5G6?Ā368-6?

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B>6876?+8@?:=E9?D <@

cc: Member Schultz
Member Hedlund

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Certificate Of Completion

Envelope Id: 15E5B73F-BE1F-4930-B3B8-F8EE9A252E2C
Status: Completed
Subject: Complete with Docusign: Union Pacific Letter of Support - Confluent.docx
Source Envelope:
Document Pages: 2
Signatures: 1
Certificate Pages: 4
Initials: 0
AutoNav: Enabled
EnvelopeId Stamping: Enabled
Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Envelope Originator:
Tommy Tang
899 W. Evelyn Ave.
Mountain View, CA 94041
ttang@confluent.io
IP Address: 208.114.192.169

Record Tracking

Status: Original
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Holder: Tommy Tang
ttang@confluent.io
Location: DocuSign

Signer Events	Signature	Timestamp
Ryan MacBan rmacban@confluent.io CRO Confluent Security Level: Email, Account Authentication (None) **Electronic Record and Signature Disclosure:** Accepted: 10/30/2025 3:11:01 PM ID: 413cfa9c-2abb-465f-b1f5-947ca3ec2d4f	 Signature Adoption: Drawn on Device Using IP Address: 72.29.168.118 Signed using mobile	Sent: 10/30/2025 2:16:05 PM Viewed: 10/30/2025 3:11:01 PM Signed: 10/30/2025 3:11:46 PM

In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	10/30/2025 2:16:05 PM
Certified Delivered	Security Checked	10/30/2025 3:11:01 PM
Signing Complete	Security Checked	10/30/2025 3:11:46 PM
Completed	Security Checked	10/30/2025 3:11:46 PM

Payment Events	Status	Timestamps

Electronic Record and Signature Disclosure

CONSUMER DISCLOSURE

From time to time, Confluent (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign, Inc. (DocuSign) electronic signing system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to these terms and conditions, please confirm your agreement by clicking the â€˜I agreeâ€™ button at the bottom of this document.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after signing session and, if you elect to create a DocuSign signer account, you may access them for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a $0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. To indicate to us that you are changing your mind, you must withdraw your consent using the DocuSign â€˜Withdraw Consentâ€™ form on the signing page of a DocuSign envelope instead of signing it. This will indicate to us that you have withdrawn your consent to receive required notices and disclosures electronically from us and you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures

electronically from us.

How to contact Confluent:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: krista@confluent.io

To advise Confluent of your new e-mail address

To let us know of a change in your e-mail address where we should send notices and disclosures electronically to you, you must send an email message to us at krista@confluent.io and in the body of such request you must state: your previous e-mail address, your new e-mail address. We do not require any other information from you to change your email address..

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Required hardware and software

Operating Systems:	WindowsÂ® 2000, WindowsÂ® XP, Windows VistaÂ®; Mac OSÂ® X
Browsers:	Final release versions of Internet ExplorerÂ® 6.0 or above (Windows only); Mozilla Firefox 2.0 or above (Windows and Mac); Safariâ„¢ 3.0 or above (Mac only)
PDF Reader:	AcrobatÂ® or similar software may be required to view and print PDF files
Screen Resolution:	800 x 600 minimum
Enabled Security Settings:	Allow per session cookies

** These minimum requirements are subject to change. If these requirements change, you will be asked to re-accept the disclosure. Pre-release (e.g. beta) versions of operating systems and browsers are not supported.

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To confirm to us that you can access this information electronically, which will be similar to

other electronic notices and disclosures that we will provide to you, please verify that you were able to read this electronic disclosure and that you also were able to print on paper or electronically save this page for your future reference and access or that you were able to e-mail this disclosure and consent to an address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format on the terms and conditions described above, please let us know by clicking the â€˜I agreeâ€™ button below.
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- I can access and read this Electronic CONSENT TO ELECTRONIC RECEIPT OF ELECTRONIC CONSUMER DISCLOSURES document; and

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September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Conquer Nation Inc. strongly supports the proposed merger with Norfolk Southern.

At Conquer Nation inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jerry Saeedian
Ceo
Conquer Nation inc.
jerry@conquernation.com

310-562-8000



cc: Member Schultz
Member Hedlund

CONSTRUCTION COLLECTIVE LLC.
GENERAL ENGINEERING CONTRACTOR

10/28/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Construction Collective LLC strongly supports the proposed merger with Norfolk Southern.

At Construction Collective LLC, we provide comprehensive track maintenance services for Union Pacific Railroad, including the use of heavy machinery to remove and replace railroad ties, installation of new rail, and remove and replace ballast. Our scope of work also includes grading and maintaining the right-of-way to ensure safe and reliable travel, which is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brett Smith
Owner
Construction Collective LLC
(909)758-1976

bretts@constructioncollectivellc.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed



with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Continuum Transportation Services, LTD strongly supports the proposed merger with Norfolk Southern.
At Continuum Transportation Services, LTD, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Francis Kopittke

Francis Kopittke
CEO
Continuum Transportation Services, LTD
fkopittke@continuumtrans.com

cc: Member Schultz
Member Hedlund

Corpay | Lodging

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Corpay Lodging (through Corporate Lodging Consultants, Inc.) strongly supports the proposed merger with Norfolk Southern.

At Corpay Lodging, we provide crew and corporate lodging with 24/7 support services and complete program visibility, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger promises to yield significant benefits for Union Pacific and our company as a supplier to Union Pacific, including:

- **Business Growth:** Union Pacific fosters an environment that provides suppliers with valuable opportunities, while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate growth in our business with Union Pacific, as the company’s supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to service the combined company will allow us to additional opportunities for growth.
- **Improved Service Reliability:** The combined network will offer more direct routes and is thus expected to result in increased operational flexibility, helping reduce service interruptions that can impact delivery of our supplier services.
- **Reduced Transit Times:** We understand that by eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to better partner with Union Pacific in our goal to support operational efficiencies.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Corpay^ | Lodging

Sincerely,



Ryan Guthrie
President
Corpay Lodging
3280 Peachtree Rd Suite 2400 Atlanta, GA 30305
770-298-4734
Ryan.Guthrie@corpay.com

cc:
Member Schultz
Member Hedlund

Corpay | Lodging

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

Corpay | Lodging

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

CORRUGATED METALS, INC.

September 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Corrugated Metals, Inc. (CMI) strongly supports the proposed merger with Norfolk Southern.

At CMI, we produce freight car components, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

CORRUGATED METALS, INC.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kenneth Carlton
President
Corrugated Metals, Inc.
k.carlton@corrugated-metals.com
(815) 323-1335 - Direct
(312) 287-9626 - Cell

cc: Member Schultz
Member Hedlund

CORRUGATED METALS, INC.

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific

Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures"

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

COUNTYWIDE
Of Miami

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Countywide of Miami, Inc.strongly supports the proposed merger with Norfolk Southern.

At Countywide of Miami, Inc., we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Phone 305-685-6281 | Fax 305-685-1943 | 12050 N.W. 28th Avenue Miami, FL 33167

Sincerely,



Tim Darwick
VP Operations
Countywide of Miami, Inc.
305-685-6281
t.darwick@countywidemia.com

cc: Member Schultz
Member Hedlund

CROUCH ENGINEERING, INC.
RAILWAY • HIGHWAY • CIVIL • BRIDGE

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to the Union Pacific, Crouch Engineering strongly supports the proposed UP merger with Norfolk Southern. At Crouch Engineering, we provide railway engineering services, which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling UP to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Crouch Engineering, Inc.
5115 Maryland Way, STE 225, Brentwood, TN 37027 | 615.791.0630
www.crouchengineering.com

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Kind regards,

Harvey A. Crouch, President
Crouch Engineering, Inc.
5115 Maryland Way, STE 225
Brentwood, TN 37027

Email hcrouch@crouchengineering.com
Office 615-791-0630
Cell 615-308-3850

cc: Member Schultz
Member Hedlund

Curley's MACHINE WORKS, Inc.

AREMA American Railway Engineering and Maintenance-of-Way Association New company employees are individual member of AREMA

WOMENS BUSINESS ENTERPRISE NATIONAL COUNCIL MEMBER

REMSA

Telephone: (308) 235-3651
Fax: (308) 235-3653
curleys@curleysmachineworks.com
curleygm@curleysmachineworks.com

1411 South Oak Street
P.O. Box 32
Kimball, NE 69145

October 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, CURLEY'S MACHINE WORKS, INC. strongly supports the proposed merger with Norfolk Southern.

At CURLEY'S MACHINE WORKS, INC. we provide SWITCH RODS AND MISCELLANEOUS TRACK COMPONENT PARTS, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Darlene Shortie Kiefer

Darlene "Shortie" Kiefer
President
CURLEY'S MACHINE WORKS, INC.

cc:
Member Schultz
Member Hedlund

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Curry Construction, Inc., strongly supports the proposed merger with Union Pacific.

At Curry Construction, Inc., we provide construction services to Norfolk Southern. We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's demands expand as a result of the merger.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Beth Arndt
Chief Financial Officer
Curry Construction



cc:

Member Schultz
Member Hedlund

CW&W CONTRACTORS, INC.

10/21/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, CW&W CONTRACTORS strongly supports the proposed merger with Norfolk Southern.

At CW&W CONTRACTORS, we provide, railroad construction and maintenance, pipes and bridges, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brian Murry
General Manager
CW&W Contractors
PO BOX 466
Sibley, La 71073
Brian@CWWCONTRACTORS.COM
318-426-3137

cc:

Member Schultz
Member Hedlund

cyderes

12 AUGUST 2025

THE HONORABLE PATRICK J. FUCHS
CHAIRMAN
SURFACE TRANSPORTATION BOARD
395 E STREET SW
WASHINGTON, DC 20423

SUBJECT: SUPPORT FOR UNION PACIFIC AND NORFOLK SOUTHERN MERGER

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Cyderes is writing to express our support for the proposed merger between Union Pacific and Norfolk Southern.

Cyderes, formed from the merger of Herjavec Group and Fishtech Group in 2022, is a global provider of cybersecurity services. The company focuses on protecting enterprises from evolving cyber threats and is recognized as a leading player in the cybersecurity market, aiming to become the industry standard for enterprises seeking assurance in managing their risks and cyber threats. Cyderes offers a full life-cycle of cybersecurity services, making it a significant player in the cybersecurity landscape.

We have been a strategic partner of Union Pacific since 2022 and continue to enable Union Pacific's enterprising cybersecurity program today.

Cyderes has partnered with Union Pacific on several security initiatives including security operations support, detection engineering, and security program benchmarking. In every interaction, it has been our experience that Union Pacific approaches technology with an innovative mindset, exploring the art of what's possible while pursuing high standards of business continuity and customer experience excellence. They do all this with an unwavering commitment to protecting their business and customers.

As a strategic partner, Cyderes understands the importance of rail to our national infrastructure and the importance of security at the heart of maintaining secure commerce. We also have the pleasure of serving many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent commitment to safety, growth and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity:** The combined network will offer more transparent supply chain visibility, thus enabling services like ours to better serve supply chain security. As a supplier of several UP customers, this will act to multiply their own technology-enabled business security practices.
- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of technology environments with the intent of securing ever larger parts of the network for relied on daily by customers and suppliers.

- **Increased Investment:** Our hope is that increased efficiencies from the merger would better position the transcontinental railroad to invest in security, infrastructure, technology, and equipment, ultimately improving service quality, capacity, and safety.
- **Increased InvestInnovation & Efficiency:** Sheer scale of network in a combined transcontinental railroad could enable broader technological innovation, and efficiency, improving customer and supplier experiences by advancing at scale the security frameworks Union Pacific employs.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Cyderes has witnessed while working with Union Pacific during our long-term engagements. We've seen direct precision execution of large scale, highly impactful technology transitions. Done in a highly secure and surgical way, with emphasis on business continuity and customer experience as unwavering standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Chris Schueler
Chief Executive Officer
Cyderes
E: chris@cyderes.com

cc: Member Primus
Member Schultz
Member Hedlund

cyderes

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC. Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab"Ownership Disclosures".

Free copies of these documents may be obtained as described above.



DAN McCOWN AND CO., INC.

APPRAISERS/CONSULTANTS • SINCE 1966

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MERCER OFFICE
128 Creek Road
Volant PA 16156
(724) 533-2814

Daniel L. McCown, MAI
President
dan@mccown.net

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Mr. Fuchs,

As a proud supplier to Norfolk Southern, Dan McCown & Co. Inc. strongly supports the proposed merger with Union Pacific.

At Dan McCown & Co., we provide property valuation and consulting services to the Norfolk Southern Real Estate department in a wide geographical area.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions including excess real estate disposition.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in land acquisitioning, infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel L. McCown, MAI, SRA
President
Dan McCown & Co., Inc.
128 Creek Road
Volant, PA 16156
724-533-2814 (O)
724-730-0787 (C)

cc:

Member Schultz
Member Hedlund

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STRUCTURAL STEEL FLAME STRAIGHTENING
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ddaltoninc@gmail.com (E-Mail)

10-28-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Dan R. Dalton Inc. strongly supports the proposed merger with Norfolk Southern.

At Dan R. Dalton Inc., we provide steel bridge maintenance and repair, which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

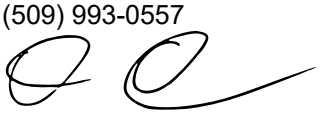
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel Dalton
Project Manager
Dan R. Dalton Inc.
(509) 993-0557



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cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

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This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

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Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

DANTEX
ELECTRICAL
CONTRACTORS

October 14th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Dantex Electrical Contractors strongly supports the proposed merger with Norfolk Southern.

At Dantex Electrical Contractors we provide comprehensive electrical services including, but not limited to, routine maintenance, system servicing, emergency response and troubleshooting, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
-

DANTEX
ELECTRICAL
CONTRACTORS

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel Sanchez
President
Dantex Electrical Contractors
Cell: 575-556-4675
Email: Daniel@Dantexelectrical.com

Cc:
Member Schultz
Member Hedlund

DANTEX
ELECTRICAL
CONTRACTORS

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

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Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

DARR
EQUIPMENT CO

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Darr Equipment Co. strongly supports the proposed merger with Norfolk Southern.
At Darr Equipment Co, we provide material handling equipment sales, service and rentals, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jim Kuntz

Jim Kuntz
Director of Sales
Darr Equipment Co.
469-951-8252
jimkuntz@darrequipment.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

DASSLER DOMESTIC LOGISTICS
4629 Knopp Ave.
Louisville, KY 40213

DASSLER
DOMESTIC LOGISTICS

Office: 502-466-3457 Fax: 502-272-4553 Email: G.Harusha@DasslerLogistics.com

August 29, 2025

Dassler Domestic Logistics Endorses UP–NS Merger as Win for U.S. Supply Chains

Louisville, KY – Dassler Domestic Logistics, a leading domestic intermodal carrier, today announced its support for the proposed merger of Union Pacific Railroad and Norfolk Southern Corporation. The transaction will create a single unified coast-to-coast rail network that streamlines freight movement by providing uninterrupted, single-line service from origin to destination. With one railroad handling cross-country shipments, Dassler anticipates faster transit times, simpler scheduling, and enhanced reliability for domestic shippers. This coast-to-coast connectivity will allow logistics providers like Dassler to coordinate moves through one integrated system, reducing handoffs and improving overall supply chain efficiency.

Gjaneto Harusha, speaking on behalf of Dassler Domestic Logistics, highlighted the benefits: "Merging these railroads into one network is a big win for domestic logistics. A single-line, coast-to-coast service means no mid-route handoffs, so containers will reach their destinations faster and with fewer complications. For Dassler and our customers, this translates to more reliable deliveries, and a smoother supply chain nationwide. We fully support the UP–NS merger because it will help us deliver even better service to American businesses."

Gjaneto Harusha

President
Dassler Domestic Logistics, Inc.



Monday, October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Davenport Group strongly supports the proposed merger with Norfolk Southern.

At Davenport Group, we provide essential information technology solutions and services that ensure the safe and smooth operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply demands expand following the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

davenportgroup

Sincerely,



Brandon Cole
CEO
Davenport Group
651-765-0279
www.davenportgroup.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

DAVID EVANS AND ASSOCIATES INC.

November 12, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, David Evans and Associates, Inc. supports the proposed merger with Norfolk Southern.

At David Evans and Associates, Inc., we provide civil engineering and construction management services, which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Increased Investment:** If this merger leads UP to be in a better position to invest in infrastructure, this increased investment from the railroad could translate to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to continuing to support and partner with UP through this proposed merger.

Sincerely,



R.A. Plummer III, PE, AICP

Business Leader, Transportation, Senior Vice President
David Evans and Associates, Inc.
1600 Broadway, Suite 800 | Denver, CO, 80202
ra.plummer@deainc.com
d: 720.225.4670

cc: Member Schultz
Member Hedlund

10/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Demand Transport LLC strongly supports the proposed merger with Norfolk Southern.

At Demand Transport LLC, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steve Nolan

Steve Nolan
Owner
Demand Transport LLC
Cell 603-732-8533

Office 603-554-1461

Steve@demandtransport.net
cc: Member Schultz
Member Hedlund

Demo Unlimited, Inc.
51-350 Desert Club Dr. Suite 3
La Quinta, CA 92253
Phone: 760-775-5884
Website: Demounlimited.com

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Demo Unlimited Inc. strongly supports the proposed merger with Norfolk Southern.

At Demo Unlimited, Inc. we provide critical heavy equipment, skilled operators, labor, and materials which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Demo Unlimited, Inc.
51-350 Desert Club Dr. Suite 3
La Quinta, CA 92253
Phone: 760-775-5884
Website: Demounlimited.com

Sincerely,

Jeff Curci
Vice President
Demo Unlimited, Inc.
760-775-5884

cc: Member Schultz
Member Hedlund

Demo Unlimited, Inc.
51-350 Desert Club Dr. Suite 3
La Quinta, CA 92253
Phone: 760-775-5884
Website: Demounlimited.com

o Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

Demo Unlimited, Inc.
51-350 Desert Club Dr. Suite 3
La Quinta, CA 92253
Phone: 760-775-5884
Website: Demounlimited.com

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Dielco
CRANE SERVICE, INC.

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Dielco Crane Service, Inc. strongly supports the proposed merger with Norfolk Southern.

At Dielco Crane Service, Inc., we provide crane and rigging services, heavy equipment, rerail services (emergency and nonemergency), unload, reload, load stabilizations, track panel services, trucking and storage, and heavy haul trucking services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Dielco
CRANE SERVICE, INC.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

David Dieleman
President
Dielco Crane Service, Inc.
O. 702-364-5000
C. 702-371-5110
E. david@dielcocrane.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident, new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www sec gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231 htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www sec gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231 htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus") The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www sec gov or from Union Pacific at its website, https://investor.unionpacific com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern investorroom com/sec-filings Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor unionpacific com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925

Dielco
CRANE SERVICE, INC.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

DISTRIBUTED
TECHNOLOGY GROUP

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transporta@on Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

As a supplier to Union Pacific, Distributed Technology Group LLC (DTG) is pleased to express strong support for its proposed merger with Norfolk Southern.

At DTG, we provide informa@on technology solu@ons and services, which play an important role in keeping freight rail service safe, reliable, and efficient. From our perspec@ve, this merger represents an opportunity to strengthen the industry while crea@ng benefits for the many businesses that work alongside Union Pacific.

We expect the combined network to deliver:

- **Room to grow:** With Union Pacific's supply needs expanding as the network grows, we an@cipate greater opportunies to scale our own operaons .
- **Wider reach:** A broader geographic footprint will allow us to serve exis@ng customers more effec@vely and introduce our services to new markets.
- **More reliable service:** Direct routes and added flexibility will limit disrupo ns that affect deliveries and opera@ons.
- **Faster transit times:** Fewer interchanges mean quicker shipments, which in turn improves customer sa@sfac@on and allows us to reinvest resources into our people and business.
- **Stronger investment in the future:** A larger, transcon@nental railroad will have the capacity to increase investment in infrastructure, technology, and equipment—improvements that ul mately benefit everyone connected to the rail system.

We understand the importance of careful regulatory review, and we encourage the Board to consider the posi@ve impact this merger can have on suppliers, customers, and the overall economy.

Thank you for taking our perspec ve into account. We look forward to con@nuing to grow alongside Union Pacific as it enters this next chapter.

Sincerely,

CEO
Distributed Technology Group LLC

cc:
Member Schultz
Member Hedlund

Domtar

Domtar
Ashdown Mill
285 Highway 71 South
Ashdown, AR 71822
Tel.: (870) 898-2711

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a long-term customer of Union Pacific, Domtar's Ashdown Mill is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our many customers* and ensure the safe, timely delivery of our products across the country. From the Ashdown Mill we transport fluff pulp and bales to markets *nationwide* and then onto the rest of the world. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that we have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers at a faster rate.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Tracy Altenbaumer
General Manager
Domtar Ashdown Mill

cc: Member Schultz
Member Hedlund

DOWDY FERRY
TRANSPORTATION

September 9th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Dowdy Ferry Transportation strongly supports the proposed merger with Norfolk Southern.

At Dowdy Ferry Transportation, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

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DOWDY FERRY
TRANSPORTATION

Sincerely,

Bryce McCurley
Chief Operating Officer
Dowdy Ferry Transportation
972-225-0577

cc: Member Schultz
Member Hedlund

Scanned with CamScanner

DSL TRUCKING LLC

P.O. Box 451326
Laredo, Texas 78045
(956) 334-2545
dsltruckingllc@yahoo.com

10/27/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, DSL Trucking LLC strongly supports the proposed merger with Norfolk Southern.

At DSL Trucking LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

David Rozano

DSL TRUCKING LLC
P.O. Box 451326
Laredo, Texas 78045
(956) 334-2545
dsltruckingllc@yahoo.com

David Lozano
Owner
DSL Trucking LLC
(956) 334-2545

cc: Member Schultz
Member Hedlund

DURBANOMETALS
SINCE 1974

10-02-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Durbano Metals Inc. is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of *our* and ensure the safe, timely delivery of our products across the country. At Durbano Metals Inc., we transport scrap metal to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Durbano Metals Inc. has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

DURBANOMETALS
SINCE 1974

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Jed Durbano
Vice President
Durbano Metals Inc.
801-621-5221

cc: Member Schultz
Member Hedlund

DXP

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, DXP Enterprises, Inc. strongly supports the proposed merger with Norfolk Southern.

At DXP Enterprises, Inc., we provide MRO and Bearing and Power Transmission parts, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,





Michael Blanchard
VP of Sales and Operation – North Texas
DXP Enterprises, Inc.
michael.blanchard@dxpe.com

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

E3 ENVIRONMENTAL.

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, E3 Environmental strongly supports the proposed merger with Norfolk Southern.

At E3 Environmental, we provide environmental remediation, emergency response services, oil spill cleanup, industrial cleaning, railcar response, tank-to-tank transfers and more, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



JT Newman

CEO

E3 Environmental

601-460-1330; jt@e3enviro.com

cc:

Member Schultz
Member Hedlund

Wednesday, October 8, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Eagle Transport Corporation strongly supports the proposed merger with Union Pacific.

At Eagle Transport Corporation we are proud transporters of bulk plastic materials, which are often moved by rail car within markets we serve and are essential to the continued success of different manufacturing industries across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of products.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on companies like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership this merger will bring.

Sincerely,

Proctor Dean
Vice President of Marketing
Eagle Transport Corporation
proctor.dean@eagletransportcorp.com

cc: Member Schultz
Member Hedlund

EARTHSCAPES

10/30/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Earthscapes strongly supports the proposed merger with Norfolk Southern.

At Earthscapes, we provide landscape construction and maintenance services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

603 S. Milliken Ave, Suite J., Ontario, CA 91761 O: (949) 536-8258

EARTHSCAPES

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brian Olsen

President & CEO

Earthscapes

[714-936-7810

cc:

Member Schultz
Member Hedlund

603 S. Milliken Ave, Suite J., Ontario, CA 91761 O: (949) 536-8258

EDGE SOLUTIONS

September 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

On behalf of our company, Edge Solutions LLC, and as a proud supplier to Norfolk Southern, we strongly support the proposed merger with Union Pacific.

For the past 7 years, Edge Solutions has provided hybrid cloud, networking, and security solutions to Norfolk Southern ("NS"). When NS moved its headquarters to Atlanta from Roanoke, Edge handled data migration, sourced new IT equipment, and provided integration services for their new home. Now, we are working on the data storage component of the high-speed cameras that we all hope will prevent future accidents. Naturally, this cutting-edge service is essential to the safe and smooth operation of freight rail service across the country.

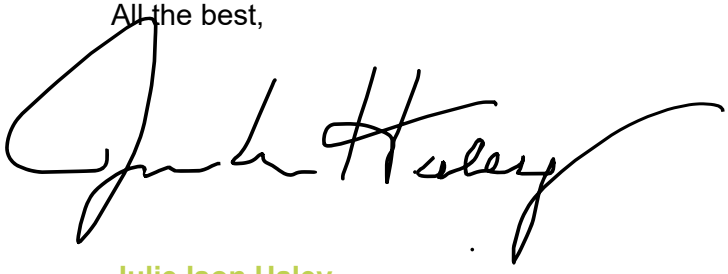
We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the combined company's supply demands expand as a result of the merger.
- **Expanded Reach:** As of now, we have no connections to the markets of Omaha, Nebraska, and we look forward to expanding our services there. Our ability to access a broader geographic footprint will allow us to reach new customers in the Midwest and will result in our growth.
- **Improved Service Reliability:** The IT industry relies on railroad transport to ship products to our clients all over the US. The combined network will offer more direct routes and improved operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** After the proposed merger, the transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

All the best,



Julie Ison Haley

Chief Executive Officer, Edge Solutions, LLC

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to **Norfolk Southern, Ekyrail Enterprises Inc.** strongly supports the proposed merger with Union Pacific.

At **Ekyrail Enterprises Inc.**, we provide electrical and electronics locomotive parts, DC to AC inverters, electronic bells, HVAC systems for locomotives and various repair & rebuild services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Yan Taillon
President
Ekyrail Enterprises Inc.

Email: yan.taillon@ekyrail.com
Phone: 450 692-1376
Mobile: 514 705-7622

cc: Member Schultz
Member Hedlund

10/20/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Encore Rail Systems Inc. strongly supports the proposed merger with Norfolk Southern.

At Encore Rail Systems Inc., we provide cross tie life extension products, which are essential to the safe, sustainable, and smooth operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Sean Lokits, P.E.
Director of Sales and Operations
Encore Rail Systems Inc.
(720) 241-1095
sl@encorers.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Nicholas Giunio-Zorkin
President
ENKON Information Systems (USA) Inc.
1700 WestLake Ave. N., Suite 200
Seattle, Washington 98109

November 07, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ENKON Information Systems (USA) Inc. strongly supports the proposed merger with Norfolk Southern.

Our products are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's and Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Both railroads foster an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost—effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Nicholas Giunio-Zorkin
(800) 374-5291

cc: Member Schultz
Member Hedlund

ENLACES DE TRANSPORTES INTERNACIONALES

October 1, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific since 1995, Enlases de Transportes Internacionales strongly supports the proposed merger with Norfolk Southern.

At Enlases de Transportes Internacionales, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

ENLASES DE TRANSPORTES INTERNACIONALES S.A DE C.V
VENEZUELA 1901 COL. GUERRERO, C.P. 88240
TEL.: (867) 719 25 40 Email: juliorodriguez@etitransfer.com.mx

ENLACES DE TRANSPORTES INTERNACIONALES

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Lic Rafael Tawil Rizo

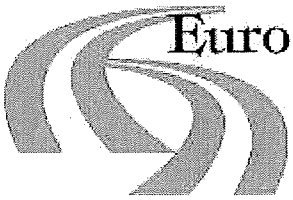
Director General

Enlases de Transportes Internacionales SA de CV

cc: Member Schultz

Member Hedlund

ENLASES DE TRANSPORTES INTERNACIONALES S.A DE C.V
VENEZUELA 1901 COL. GUERRERO, C.P. 88240
TEL.: (867) 719 25 40 Email: juliorodriguez@etitransfer.com.mx



720 Talbot Road
Maidstone, Ontario N0R 1K0

Phone: 519-962-8708
Fax: 519-948-3442

www.eurolinklogistic.com

Date: September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Euro Link Logistic strongly supports the proposed merger with Norfolk Southern.

At Euro Link Logistic, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Amrinder Singh

Amrinder Singh, Ph.D.

Operations Manager
amrinder@eurolinklogistic.com
Contact Number: 519-962-8708 Ext 118

cc: Member Schultz
Member Hedlund

PO Box 320662, Flowood, MS 39232
Phone: (601) 983-0438
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October 28, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Excel Rail Management LLC supports the proposed merger with Norfolk Southern. At Excel Rail Management LLC, we provide OEM railcar and locomotive components. We also offer logistical support thereby optimizing railcar fleet management and planning.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth** by fostering an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. As a small business, we look forward to future business growth as the company's supply demands expand.
- **Expanded Reach** with the ability to access a broader geographic footprint, allowing better service to our customers and reaching new ones.
- **Improved Service Reliability** offering more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times** by eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling UP to deliver more goods to more customers, faster.
- **Increased Investment** being better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Thank you for your review and consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Joe Conner

Joe Conner, GM
Excel Rail Management LLC

cc:
Member Schultz
Member Hedlund

PO Box 320662, Flowood, MS 39232
Phone: (601) 983-0438
Email: jconner@excelrail.com

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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Email: jconner@excelrail.com

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

01/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a dedicated supplier to Union Pacific, **Express Cherokee** is pleased to voice our strong support for the proposed merger with Norfolk Southern.

At **Express Cherokee**, we provide drayage services through Mexico's rail terminals that connect directly with Union Pacific's intermodal operations. These services play a vital role in ensuring freight moves safely, reliably, and efficiently across the network. The U.S. freight rail system forms the foundation of our business, enabling sustainable transport, economic growth, and job creation.

We believe this merger will deliver meaningful advantages to Union Pacific's supplier community, including:

- **Business Expansion**: Union Pacific has consistently created opportunities for its suppliers to grow by fostering safe, cost-effective, and efficient solutions. With this merger, we expect to see increased demand that will directly contribute to the growth of our own business.
- **Greater Reliability**: A unified system will bring more direct routing and flexibility, minimizing disruptions that can delay supply chains.
- **Faster Transit**: Removing interchange points will shorten transit times by several days, allowing us to serve customers faster and more effectively.
- **Enhanced Investment**: A stronger, transcontinental railroad will be better positioned to reinvest in infrastructure, equipment, and technology, raising service quality, capacity, and safety.
- **Broader Market Access**: The combined reach of the network will extend our ability to serve current customers while opening doors to new markets.

We recognize the importance of thorough regulatory review and respectfully urge the authorities to weigh the broad benefits this merger will bring—not only to suppliers like us, but to the economy at large.

Thank you for considering our perspective. We look forward to the innovation, growth, and strengthened partnerships this merger represents.

Sincerely,

Julio Cesar Perez Espinosa
Gerente de operaciones
Express Cherokee
julio.perez@cherokeelogistics.mx

cc: Member Schultz
Member Hedlund

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud and dedicated supplier to Union Pacific Railroad, Family Tree Landscape Contractors, Inc (FTLC) strongly supports the proposed merger with Norfolk Southern Railroad.

At Family Tree Landscape Contractors, Inc, (FTLC) we provide vegetation control services such as Right-of-Way brush clearing and mowing; preventing train obstructions & ensuring compliance with FRA defects. herbicide spraying and weed control; maintaining sightlines clear for railway conductors, engineers, tree, trash and debris removal, which are crucial and essential and to the safe and smooth operation of freight rail service across the country.

FTLC firmly believes that the proposed merger will yield significant benefits and opportunities for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

FTLC understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your time and attention in the consideration of our perspective. FTLC looks forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Pablo Rosas
President/ CEO
Family Tree Landscape Contractors, Inc
510-910-1997

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

FARRELL ELECTRIC COMPANY
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9640 S. Harding Avenue
Evergreen Park, IL 60805

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Farrell Electric Company strongly supports the proposed merger with Norfolk Southern.
At Farrell Electric Company, we maintain electric systems and provide new construction installation, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

FARRELL ELECTRIC COMPANY
P: (708) 422-7684
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9640 S. Harding Avenue
Evergreen Park, IL 60805

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Patrick J. Farrell
President
Farrell Electric Company
708-417-8673

cc:
Member Schultz
Member Hedlund

Farruggio's

1419 Radcliffe Street, Bristol, PA 19007 • (215) 788-5596 • FAX (215) 788-3088
Visit our website www.farruggio.com

Joseph K. Green
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jkgreen@farruggio.com
410-534-0500 ext. 108

cc: Member Schultz
Member Hedlund

CamScanner

Farruggio's

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Visit our website www.farruggio.com

10/03/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Farruggio's Express Inc. strongly supports the proposed merger with Norfolk Southern.

At Farruggio's Express Inc., we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

CamScanner

FAST ACTION TRUCKING

29 W Plainfield Rd, Countryside, IL
Phone: (708) 588-9820
Fax: (708) 588-9824

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Fast Action Trucking Inc strongly supports the proposed merger with Norfolk Southern.

At Fast Action Trucking Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

29 W Plainfield Rd, Countryside, IL
Phone: (708) 588-9820
Fax: (708) 588-9824

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Milan Iricanin
President
P: (708) 588-9820
C: (773) 406-9296
E: milan@fastactiontrucking.com
Fast Action Trucking, Inc
29 W Plainfield Rd, Countryside, 60525, IL



10/9/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Fastbreak Consolidators strongly supports the proposed merger with Norfolk Southern.

At Fastbreak, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Michael Taylor

Michael Taylor
Owner
Fastbreak Consolidators
michaelt@fbcwine.com

cc: Member Schultz
Member Hedlund

FELSBURG HOLT & ULLEVIG
connecting & enhancing communities

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Felsburg Holt & Ullevig (FHU) supports a merger between Union Pacific (UP) and Norfolk Southern, recognizing the potential benefits such a partnership could bring to the Omaha community and the broader regional economy.

Union Pacific has long been a cornerstone of Omaha's identity and prosperity. Its presence has fostered thousands of local jobs, supported infrastructure investment, and sustained economic growth across multiple sectors. A merger that enhances UP's operational efficiency and competitive strength would reinforce Omaha's standing as a national hub for freight, logistics, and innovation.

We believe that a successful merger could further stimulate economic opportunity, improve supply chain reliability, and position both companies to meet the evolving demands of modern transportation. Strengthening UP's capacity to grow and invest benefits not only the rail industry but also the communities that depend on it, including Omaha, where UP's leadership continues to play a vital civic and economic role.

Sincerely,

FELSBURG HOLT & ULLEVIG



D, Holly Buck, PE
President

cc:
Member Schultz
Member Hedlund

FWI

10/31/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime partner of Union Pacific, Fischer Weiler Industrial is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We operate in the commercial real estate market and rely on Union Pacific to provide efficient, reliable, and cost-effective rail service, until they interchange with us, to meet the needs of our customers and ensure the safe, timely delivery of goods.

We believe that the proposed merger will enhance competition and yield significant benefits for partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Andrew Fischer

Owner
Fischer Weiler Industrial

ANDREW FISCHER
Partner | Fischer Weiler Industrial
5440 W. 110th St. Ste. 300
Overland Park, KS 66211
M: 816.665.6641
fwipartners.com

cc: Member Schultz
Member Hedlund

October 20th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Five Star Landscape Maintenance Inc. strongly supports the proposed merger with Norfolk Southern.

At Five Star Landscape Maintenance Inc., we provide Emergency Services offering Heavy Equipment to clear debris from flood control channels, we also provide services Homeless Encampment Decommissioning, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jason Chaidez
Owner
Five Star Landscape Maintenance
e-mail: jasonchaidez@att.net

Cell: (714) 715-3833

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

FLEET FUELS
FUELING OUR COMMUNITY

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: SUPPORT FOR UNION PACIFIC AND NORFOLK SOUTHERN MERGER

Dear Chairman Fuchs,

Fleet Fuels (and our predecessor company Capital City Oil) have been a proud supplier of diesel fuel to Union Pacific (UP) since 1995. This involves 24/7/365 direct to locomotive fueling on the main line in Eastern Kansas, Oklahoma, NW Arkansas and Western Missouri. This enables UP trains to proceed safely on their route with minimal delay, usually 30 minutes or less.

UP runs a very efficient railroad. We're excited because we will get to partner with them to help them integrate added traffic, which will benefit our company. Reduced interchanges and more direct routes will reduce transit times for major customers, which will reduce inventory costs and allow added investment in their business and work force.

The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy. Thanx for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring. If you have any questions regarding our operations, please feel free to contact me at adam.gray@fleetfuelsllc.com or my cell number is (913)222-4774

Sincerely

FLEET FUELS, LLC

Adam C. Gray

Sinclair Chevron PHILLIPS 66 POWER SERVICE Diesel Additives Fueling Hope



October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Fleming Controls and Power Specialties, Inc. strongly supports the proposed merger with Norfolk Southern.

At Fleming Controls and Power Specialties, Inc we provide electrical, controls, networking and generator service, repair, installation, and replacements, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Mailing: PO Box 881, Bryant, AR 72089-0881
Shipping: 212 McClanahan Drive, Unit 8, Bryant, AR 72022
Phone 501-847-0375
Fax 501-847-9415



We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Karen K Renuard
CFO
Fleming Controls and Power Specialties, Inc.
501-847-0375

cc:
Member Schultz
Member Hedlund

Mailing: PO Box 881, Bryant, AR 72089-0881
Shipping: 212 McClanahan Drive, Unit 8, Bryant, AR 72022
Phone 501-847-0375
Fax 501-847-9415



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

Mailing: PO Box 881, Bryant, AR 72089-0881
Shipping: 212 McClanahan Drive, Unit 8, Bryant, AR 72022
Phone 501-847-0375
Fax 501-847-9415



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 -- Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133798/d3529fd8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

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Mailing: PO Box 881, Bryant, AR 72089-0881
Shipping: 212 McClanahan Drive, Unit 8, Bryant, AR 72022

Phone 501-847-0375
Fax 501-847-9415

Fleming Electric, Inc.
PO Box 856, Bryant, AR 72089
501-847-3090

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Fleming Electric, Inc.* strongly supports the proposed merger with Norfolk Southern.
At *Fleming Electric, Inc.*, we provide electrical installation and repair, low voltage cabling, card access, surveillance, and video cameras, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Fleming Electric, Inc.
PO Box 856, Bryant, AR 72089
501-847-3090

Sincerely,
Don Rhoads
President
Fleming Electric, Inc.
501-847-3090
djrhoads@fleminc.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

Fleming Electric, Inc.

PO Box 856, Bryant, AR 72089
501-847-3090

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

FTR
FLETES Y TRANSPORTES RUIZ

October 1st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, FLETES Y TRANSPORTES RUIZ strongly supports the proposed merger with Norfolk Southern.

At FLETES Y TRANSPORTES RUIZ, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Lago Trasimeno No. 208, Col. Anáhuac Del. Miguel Hidalgo, C.P. 11320, CDMX

FTR
FLETES Y TRANSPORTES RUIZ

Sincerely,



Alejandra Del Castillo Aranda
Commercial Manager
Fletes y Transportes Ruiz
Email: acastillo@ftr.com.mx Cellphone: (52) 55-6194-3025

FM LOGISTICS CORPORATION

Monday, September 29, 2025
The Honorable Patrick J. Fuchs Chairman
Surface Transportation Board
395 E Street SW, Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, FM Logistics Corp strongly supports the proposed merger with Norfolk Southern.

At FM Logistics Corp, we provide drayage services for Union Pacific's intermodal products, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

FM Logistics Corporation
26591 E. Rider Street, Perris, CA 92571
Office: 951-394-8660 | Fax: 888-600-0389

FM LOGISTICS CORPORATION

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Fernando Gutierrez
CEO & Founder
FM Logistics Corporation
Office: (951) 394-8660 / Mobile: (951) 300-2047

cc: Member Schultz
Member Hedlund

FORMCRETE
FIBERGLASS PRODUCTS

October 20th, 20025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Formcrete Fiberglass Products, inc. (Formcrete), strongly supports the proposed merger with Norfolk Southern.

At Formcrete, we provide fiberglass locomotive components including doors and accessories, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to

1900 Ray Davis Boulevard • Seminole, OK 74868
800-876-2474 • (405) 382-7700
www.formcrete.com **Email: sales@formcrete.com**

more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Mark Campbell, PE
President
Formcrete Fiberglass Products, Inc.
mark@formcrete.com 405-382-7700

cc:

Member Schultz
Member Hedlund



9/22/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Freedom 1strongly supports the proposed merger with Norfolk Southern.

At Freedom 1, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Vanessa Arriola
VP of Operations

FRONTIER
FUEL COMPANY

09/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Frontier Fuel Co. strongly supports the proposed merger with Norfolk Southern.

At Frontier Fuel Co., we provide fuel, lubricants, sanding and water services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Barry Coffee
COO
Frontier Fuel Co.
806.244.6431
bcoffee@frontierfuel.com

cc:
Member Schultz
Member Hedlund

FUGIEL
RAILROAD SUPPLY

10/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Fugiel Railroad Supply strongly supports the proposed merger with Union Pacific.

At Fugiel Railroad Supply, we provide a variety of products and service's to both the Union Pacific and Norfolk Southern Railroads which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for both Union Pacific and Norfolk Southern's suppliers and partners:

- **Increased demand for suppliers:** The merger will allow these company's to take advantage of what each of them does best as an individual railroad, as a supplier to both of them for over 40 years I believe this would offer more visibility to both the Union Pacific and Norfolk Southern they were running as one company.
- **Business growth and Increased Investment into US Infrastructure:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment into our business to further grow with both the Union Pacific and Norfolk Southern adding jobs and supporting the US economy.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jason Hettermann

VP Operations and Customer Relations

Fugiel Railroad Supply

847-561-6460

jason@fugielrrs.com

cc: Member Schultz
Member Hedlund

G&A Consulting Engineers PLLC

2325 Old Orchard Drive
Marietta, GA 30068
Ph (678) 634-8919

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific – Norfolk Southern Merger (STB Docket FD 36873)**

Dear Chairman Fuchs,

G&A Consulting Engineers, PLLC (G&A) has been providing professional engineering consulting services to Norfolk Southern (NS) on a continuing basis since 2013. We've assisted NS with infrastructure improvement and maintenance projects at various locations around their system, and we've witnessed firsthand the railroad's uncompromising commitment to operational safety and efficiency. The historical contributions to the growth and strength of our national transportation network by NS and its predecessor railroads are well documented, and it's been our privilege to partner with NS in preserving and continuing its strong tradition of excellence.

For G&A, the recent announcement of the intended merger between NS and Union Pacific (UP) was as intriguing as it was momentous. As you might imagine, given our history with NS, we've naturally been contemplating the future implications of this merger for both of our organizations as well as the entire transportation industry. Based on the geographical "footprints" of both systems, it isn't hard to imagine how combining them will enhance their overall operational efficiency by affording them the flexibility to create more direct routes and eliminate delays associated with interchanges. The resulting reduction in shipping times would be a "win-win" for the railroads and the various commodity markets they serve. As for G&A, this merger will undoubtedly present opportunities to expand our services across a wider geographic area, and we are excited about those prospects as well. In short, from our perspective this merger looks like a positive development for the railroads, their shippers, their customers, their suppliers, and the US economy at large. We wholeheartedly support it.

G&A appreciates the importance of conducting a thorough regulatory review for a merger of this magnitude. We trust that our perspective will be of some value to those involved in the review process, and we thank you for allowing us the opportunity to weigh in on this important matter.

Sincerely,



Neil T. Greenlee, PE
President
G&A Consulting Engineers, PLLC
Ph (678) 634-8919
ngreenlee@gaengrs.com

cc:
Member Schultz
Member Hedlund

GARDAWORLD SECURITY

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, GardaWorld Security Services supports the proposed merger with Norfolk Southern.

At GardaWorld Security Services, we provide contracted security guarding services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

GARDAWORLD SECURITY



J. Luke Hutsell
Regional Vice President
GardaWorld Security Services
314-323-0262

cc:
Member Schultz
Member Hedlund

GARDIAN

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime support provider to the Union Pacific, Gardian Holdings, LLC ("Gardian") is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company supports efficient, reliable, and cost-effective rail service to meet the needs of all rail customers. We work with all railroads to ensure the safe and damage free delivery of all products across the country. At Gardian, we provide cargo securement products and load planning support to all boxcar shippers. We have an excellent relationship with both UP and NS cargo securement teams. We would welcome continued support to them as one team.

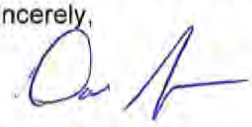
We believe that the proposed merger will yield significant benefits to all rail shippers including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on rail shippers and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



David Joyce

CFO
Gardian Holdings, LLC
djoyce@gardian.com

cc: Member Schultz
Member Hedlund

595 W. Lambert Rd Ste 202 Brea, CA 92821 (714) 897-1545

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Gardner Logistics, Inc. strongly supports the proposed merger with Norfolk Southern.

At Gardner Logistics, Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Scott Gardner
President
C (714) 897-1545 EXT 226
D (714) 990-1175

cc: Member Schultz
Member Hedlund

Starr Enterprises, Inc.

DBA General Tool and Engineering Co.
3904 E. Progress St.
North Little Rock, Arkansas 72114
501-945-7111

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, General Tool and Engineering strongly supports the proposed merger with Norfolk Southern.

At General Tool and Engineering, we provide the repair of several locomotive components such as turbocharger repair, traction motor components rebuild, and journal box overhaul, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

Business Growth: Union Pacific creates an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger. We feel that we can provide the repair services needed to maintain a growing rail fleet and keep Union Pacific's locomotives running safely and reliably.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business and therefore helps our local economy.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation an partnership that this merger will bring.

Sincerely,

Shawn Starr
Douglas Starr
Owners / Machinists
General Tool and Engineering Co.
501-945-7111

CC:

Member Schultz
Member Hedlund

09-25-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Genesis Worldwide strongly supports the proposed merger with Norfolk Southern.

At Genesis, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Curtis Bohonek
Operations Manager
Genesis Worldwide
209-463-8100

cc: Member Schultz
Member Hedlund

Recoverable Signature

X

Signed by: 43d3e4a6-434e-47d3-9dc3-49cfeb03c96b

Nate Beard, P.E.
VP of Client Management
E: nate@gsi.us | C: 970.985.9473
www.geostabilization.com

20 Oct 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, GeoStabilization International (GSI) supports the proposed merger with Norfolk Southern.
At GSI we provide innovative solutions to protect rail infrastructure from geohazards, which is an essential service to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Nate Beard
VP Client Management

Gilbert International
A SUBSIDIARY OF BEDELEE, INC.

10/03/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Gilbert International strongly supports the proposed merger with Norfolk Southern.

At Gilbert International, we provide warehousing, handling of goods not limited to raw materials, food grad, alcohol, metals, and non hazardous materials. We also receive rail cars at location to unload, load, and store at our facility, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

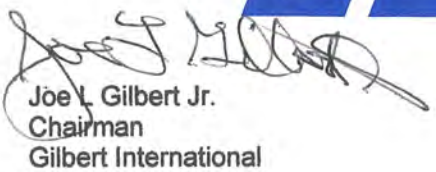
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

6219 GILBERT ROAD • LAREDO, TEXAS 78041 • (956) 723-4308 • FAX (956) 724-3697

Gilbert International
A SUBSIDIARY OF BEDELEE, INC.



Joe L. Gilbert Jr.
Chairman
Gilbert International
956-723-4308

cc: Member Schultz
Member Hedlund

Gilbertson Transport

09/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Gilbertson Transport Inc. strongly supports the proposed merger with Norfolk Southern.

At Gilbertson Transport Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steven Cresap
Vice President, Gilbertson Transport Inc.
Gilbertson Transport Inc.

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing partner to Union Pacific in freight infrastructure and corridor development, GLDPartners is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. Our firm is leading the development of the US TradePort Corridor System, a transformational national infrastructure initiative designed to modernize freight movement, strengthen supply chain reliability, and catalyze regional economic growth.

Union Pacific is a key stakeholder in the development of the U.S. TradePort Corridor System, with active involvement in the I-40 and I-10 segments, as well as other important corridors, including I-5, SR99, and a growing network of feeder lines serving strategic markets nationwide. These assets form the foundation of a national system that connects the Ports of Los Angeles and Long Beach, the busiest seaport complex in the Western Hemisphere, with inland logistics hubs and industrial investment zones across the country. The TradePort Corridors are being built as a high-efficiency cargo movement system supporting next-generation industrial centers that integrate logistics infrastructure with advanced manufacturing and distribution.

We believe the proposed merger will directly strengthen this system and deliver significant benefits to economic development partners like us, including:

- Improved Service Reliability: A unified network will offer more direct routes and greater operational flexibility, reducing the risk of service disruptions across key freight corridors.
- Reduced Transit Times: By eliminating interchanges, the merger can streamline cargo movement and remove several days from delivery schedules, enhancing competitiveness and supply chain resilience.
- Increased Investment: The combined railroad will be better positioned to invest in infrastructure, technology, and equipment. These investments will support the development of modern logistics platforms and improve service quality, capacity, and safety.

The TradePort Corridor initiative is designed to address systemic challenges in freight movement and industrial development. It is being developed as a private-public venture to support national supply chain reliability, reduce costs for shippers, and enable the integration of modern logistics infrastructure. A stronger and more integrated rail network, made possible by this merger, will amplify these benefits and contribute to broader commercial and public policy objectives.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on infrastructure development, freight efficiency, and industrial competitiveness. Thank you for your consideration.

Sincerely,

Adam Wasserman
Managing Partner
Global Logistics Development Partners LLC

GLI LOGISTICS

09/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, GLI Logistics strongly supports the proposed merger with Norfolk Southern.

At GLI Logistics, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

GLI Logistics
5211 East Washington Blvd., Commerce, CA 90040
office 323-488-0158 | fax 323-488-0175 | cell 213-305-6522



Ernesto Gonzalez
President
GLI Logistics
Phone: 323-488-0158

Email: ernieg@glezlogistics.com

cc: Member Schultz
Member Hedlund



September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Golden King Transport inc. strongly supports the proposed merger with Norfolk Southern.

At Golden King Transport inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Payam J Saeedian
Ceo
Golden King Transport inc.
Jerry@goldenkingtransport.com

310-678-8898



cc: Member Schultz
Member Hedlund

GOLDEN SPIKE
SIGNAL

11/02/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Golden Spike Signal strongly supports the proposed merger with Norfolk Southern.

At Golden Spike Signal we provide signal engineering design services for railroad crossings and wayside signal systems which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demandsexpand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

GOLDEN SPIKE
SIGNAL

Sincerely,



Stephanie Talty
President
Golden Spike Signal
stalty@goldenspikesignal.com
402-212-7075

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

GOLDEN SPIKE SIGNAL

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

GRACE
DERAILMENT SERVICES

9449 Alexander Road, Pine Bluff, AR 71603 Office: 870-534-0241 Fax: 870-534-1159

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Grace Railroad Contractors, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

For more than 30 years, Grace Railroad Contractors has proudly supported the rail industry by providing derailment services, track construction services, and heavy equipment services that are essential to keeping freight railroads operating safely and efficiently. Through our longstanding relationship with Union Pacific, we have witnessed their commitment to safety, reliability, and strong partnerships with suppliers and contractors. We believe this merger will generate important benefits not only for our company, but for the entire rail supply chain and U.S. economy.

We see the following advantages from this combination:

Opportunities for Growth: Union Pacific has always valued the role of its partners, creating room for companies like ours to expand alongside its network. With the added scale of Norfolk Southern, we anticipate greater demand for our services and new opportunities to contribute to the railroad's success.

Access to New Markets: A larger, unified rail system will extend our reach into new territories, enabling us to deliver derailment support, track construction, and equipment services to regions we could not easily access before.

Greater Network Stability: The combined system will provide more routing options, reduce congestion, and minimize service disruptions that often ripple through supply chains and affect contractors like us.

Enhanced Efficiency: The elimination of handoffs between carriers will streamline freight movement and cut several days off transit times. This efficiency allows suppliers and contractors to work more effectively, reduce idle time, and better align operations with customer needs.

Long-Term Investment: A coast-to-coast network will be better positioned to reinvest in infrastructure, safety programs, and technology. These commitments will drive stronger, sustained demand for contracting services in derailment response, track building, and heavy equipment operations.

We understand and respect the importance of thorough regulatory review, and we encourage the Board to carefully consider the significant positive impacts this merger will deliver to contractors, suppliers, shippers, and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Kenny Riley
Area Manager
Grace Railroad Contractors
Kenny@gracerailroad.com
870-6633730

GRANITE

10/18/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Granite Construction Company strongly supports the proposed merger with Norfolk Southern.

At Granite, we provide civil construction services in the rail sector for both NS as well as UP, which are essential to the safe and smooth operation of freight rail service across the country.

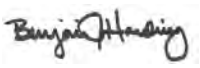
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Benjamin Harding
VP – Industrial & Energy Division
Granite Construction Company
Benjamin.Harding@gcinc.com – (509) 930-0093

cc:
Member Schultz
Member Hedlund

GRANITE®

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and



Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

GRAPEVINE
INTERMODAL

09/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Grapevine Intermodal strongly supports the proposed merger with Norfolk Southern.

At Grapevine Intermodal, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

GRAPEVINE
INTERMODAL

Brandon Adams
President
Grapevine Intermodal
badams@grapevineintermodal.com

cc: Member Schultz
Member Hedlund

Michael Algots
Senior Vice President Operations
Graymar Environmental Services LLC
100 Springdale Rd. Ste. A3
Cherry Hill, New Jersey 08003

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Graymar Environmental Services LLC strongly supports the proposed merger with Norfolk Southern.

Our products are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's and Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Both railroads foster an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost—effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Michael Algots
(916) 472-4474

cc: Member Schultz
Member Hedlund



GREAT LAKES INC. | MIDWEST INC. | SOUTHEAST INC.

Green Wave Transport, Inc. (a division of TRX Southeast, Inc.)

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TRX, Inc. and its affiliates strongly supports the proposed merger with Norfolk Southern.

At TRX, Inc., we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

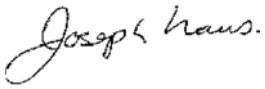
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Joseph Naus
Director of Sales & Operations
TRX, Inc.
customerservice@trxtrucking.com / 855-259-9259

cc: Member Schultz
Member Hedlund

GREEN LINE
EXPRESS SERVICES, INC.
500 East Gardena Boulevard, Gardena, CA 90248
Tel: (310) 329-2850 • Fax: (310) 329-2058

Sep. 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Greenline Express Services, Inc. strongly supports the proposed merger with Norfolk Southern.

At Greenline Express Services, Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

GREEN LINE
EXPRESS SERVICES, INC.
500 East Gardena Boulevard, Gardena, CA 90248
Tel: (310) 329-2850 • Fax: (310) 329-2058

Andy Claro
General Manager
Greenline Express Services, Inc
Cell: 323-810-8074

cc: Member Schultz
Member Hedlund



Greis Trucking & Excavating

Est. 1945 TRUCKING Greis EXCAVATING Boonville, MO

Serving Mid-Missouri since 1945

16726 Highway U
Post Office Box 146
Boonville, MO 65233
greis@greiscorp.com 660-882-6391 660-882-5612 fax

An Equal Opportunity Employer

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Greis Trucking and Excavating Inc. has proudly served Union Pacific Railroad as a supplier since 1993. We strongly support the proposed merger with Norfolk Southern.

At Greis Trucking and Excavating Inc., we provide railroad track maintenance which is essential to the day-to-day operations of freight rail service across the country.

We believe the proposed merger will yield significant benefits for suppliers and partners with Union Pacific such as business growth, expanded territory, reducing transit times for goods and increased investment.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Denise Solomon

Denise Greis Solomon
Assistant Corporate Secretary
Greis Trucking and Excavating, Inc.
Denise.solomon@greiscorp.com

Cc: Member Schultz
Member Hedlund

October 1st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Grupo Xpress Internacional strongly supports the proposed merger with Norfolk Southern.

At Grupo Xpress Internacional, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

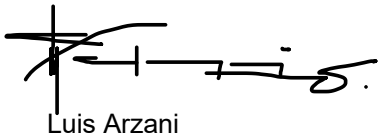
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Luis Arzani
Chief Commercial Office
Grupo Xpress Internacional

larzani@xpress-mexico.com

+1 956 3273830

cc: Member Schultz
Member Hedlund

G•SQUARED
Technology made possible by talent you trust

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, GSquared Group strongly supports the proposed merger with Union Pacific.

At GSquared Group, we provide Information Technology and Business consultative services for team augmentation, direct recruiting, and deliverable-based consulting, which are essential to the safe and smooth operation of freight rail service across the country. Our history with Norfolk Southern spans almost two decades and we are honored to be a part of this exciting new partnership.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Joan Guillory
CEO
GSquared Group
(404) 964-9281
jguillory@gsquaredgroup.com

G•SQUARED
Technology made possible by talent you trust

cc:

Member Schultz
Member Hedlund

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, GyanSys strongly supports the proposed merger with Norfolk Southern.
At GyanSys, we deliver end to end digital transformation – from advisory and implementation to 24/7 managed services which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Rajkishore Una (Oct 16, 2025 10:08:10 PDT)

Raj Una
Chief Operating Officer and Founder
GyanSys, Inc.
702 Adams Steet
Carmel, IN 46032
raj.una@gyansys.com

cc:
Member Schultz
Member Hedlund

Support Letter - Union Pacific

Final Audit Report 2025-10-16

Created:	2025-10-16
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Hal Hays Construction Inc.
License #667560

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the President and CEO of Hal Hays Construction, Inc. (HHCI), I am proud to share our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern.

HHCI has partnered with Union Pacific for many years as an as-needed heavy civil and rail construction contractor. We provide specialized services including new construction, maintenance, and complex special projects that help keep the railroad's network reliable and safe. Our team has worked across multiple states on challenging rail infrastructure improvements, often responding quickly to support Union Pacific's operational needs.

Because of this close working relationship, we see the proposed merger as a significant step forward — one that will create opportunities for contractors like us and strengthen America's rail system overall. We expect:

- **More Opportunity to Build and Maintain Rail Infrastructure:** A larger, integrated network will mean new projects, expansions, and maintenance needs where HHCI's expertise can bring value and keep rail service safe and efficient.
- **Greater Geographic Reach:** The combined system would open additional service areas, allowing us to respond to critical work faster and support more rail-served communities.
- **Improved Network Reliability:** A unified network can reduce delays and simplify logistics for getting crews, equipment, and materials to job sites on schedule.
- **Continued Investment:** The merged railroad will be positioned to invest more in track, bridges, facilities, and technology — and that translates directly into more opportunities for specialized contractors and good-paying construction jobs.

We understand the importance of your thorough review, but we encourage the Board to consider how this merger will strengthen long-term rail reliability and the supplier ecosystem that supports it.

Thank you for the opportunity to share our perspective. HHCI values its long-standing relationship with Union Pacific and looks forward to supporting the combined railroad's continued growth and service to the nation.

Sincerely,

Kirby S. Hays
President & CEO
Hal Hays Construction, Inc.
4181 Latham Street, Riverside, CA 92501
(951) 788-0703 Phone (951) 788-1517 Fax
www.halhays.com
khays@halhays.com

cc: Member Schultz
Member Hedlund

HalenHardy

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, HalenHardy strongly supports the proposed merger with Union Pacific.

At HalenHardy, we provide spill-control products, cleanup and response materials, and stormwater filtration and containment solutions, along with industrial service work focused on stormwater compliance, track mat installations, routine cleanups, and emergency response. These offerings are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Troy Beaver
Partner
HalenHardy, LLC
tbeaver@halenhardy.com

cc:
Member Schultz
Member Hedlund

Hallcon®

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a supplier to Union Pacific, Norfolk Southern, and all Class 1 railroads, Hallcon supports this merger since we support all our clients as they innovate their business operations. We provide essential transportation and infrastructure services, which are vital to the safe and smooth operation of freight rail services across the country. We support our railroad clients as they advance their businesses, and we work together to innovate more effective outcomes across the Class 1 rail network.

Thank you for your consideration. We look forward to the innovation and partnership with Union Pacific, Norfolk Southern, and railroads across our industry.

Sincerely,

John R. Stoiber
President & CEO

cc: Member Michelle A. Schultz
Member Karen J. Hedlund
Jim Vena, Chief Executive Officer, Union Pacific
Wendy Whalen, Vice President Supply Chain, Union Pacific
Troy Jones, AVP Strategic Sourcing, Union Pacific
Kara Pella, Director Strategic Sourcing, Union Pacific

HAP TRANSPORTATION GROUP LTD

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, the HAP Transportation Group strongly supports the proposed merger with Norfolk Southern.

At HAP, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Christina Saunders
Business Development Manager
HAP Transportation Group
604-366-4191

cc: Member Schultz
Member Hedlund

1550 W. Colorado Boulevard, Pasadena, CA 91105 • tel (626) 398-4065 • fax (626) 398-4062

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Harbor Rail Services of California, Inc. strongly supports the proposed merger with Norfolk Southern.

At Harbor Rail Services of California, Inc., as a valued supplier of Union Pacific Railroad, we provide railcar maintenance and repair services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Martine Myronowicz
President

10/28/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Harmer Steel Products strongly supports the proposed merger with Norfolk Southern.

At Harmer Steel Products, we provide railway, yard, and right of way clean-up as well as removal of scrap rail and other track materials. Union Pacific is also an important part of how we move our products to our customers. Shipping by rail allows us to be competitive in areas that are far away from our yards – places where it is not economical to ship via truck.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

George Webb, President

HARMER STEEL PRODUCTS Co.

cc:

Member Schultz
Member Hedlund

1010 S 120th St., Ste 210
Omaha, NE 68154

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Harms Oil Company strongly supports the proposed merger with Norfolk Southern.

At Harms Oil Company we provide fuel and fueling services to the railroad, which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers, its shipping customers, and ultimately the consumers and citizens across our county.

Throughout our business relationship with Union Pacific, together we have been able to work towards improved and more efficient fueling operations. Union Pacific's approach to these changes involved discussions, study, and testing of the outcomes. Safety standards have been at the forefront of this work as we both consider labor, track access, and the existing workload.

Because of our work experience with Union Pacific, we believe the proposed merger has great probability of providing business growth within our own company and those that work with us. In addition, as a part of this merger and potential for growth, we believe Union Pacific will continue to conduct business with a focus on safe, efficient, and sound business practices.

As an owner of a wholesale liquid fuel and trucking company, I see firsthand how supply chain logistics are critical to both our region and our country. In the fuel industry we experience many local outages of gasoline and diesel fuel. Because of our large truck fleet and our ability to "chase fuel", consumers rarely experience the effects and are largely unaware of such outages. In addition to refined products, the use of rail to ship crude oil, ethanol, and biofuel has allowed our country to expand its energy offerings all while supporting many existing businesses and agriculture. I believe an intercontinental railway will be a critical asset in a time of need and provide logistic efficiencies that support many industries in our nation's day-to-day economy.

We understand that regulatory review is an important part of this process, and we encourage your board to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration. We look forward to the continued growth, innovation, economic efficiencies, and national security this merger has the potential to bring.

Sincerely,

Jennifer Likes
Co-President
Harms Oil Company
1010 S 120th St., Ste 210
Omaha, NE 68154
(402) 991-5020

cc: Member Schultz
Member Hedlund

HARNEY ROCK & PAVING CO.

PH. (541) 573-7855
FAX (541) 573-3532
STACEY@HARNEYROCK.COM
CCB 51289

P.O. BOX 800 HINES, OREGON 97738

9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Harney Rock & Paving Co. strongly supports the proposed merger with Norfolk Southern.
At Harney Rock & Paving Co., we provide a wide variety of Aggregate, which is essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

HARNEY ROCK & PAVING CO.

PH. (541) 573-7855
FAX (541) 573-3532
STACEY@HARNEYROCK.COM
CCB 51289

P.O. BOX 800 HINES, OREGON 97738

Stacey Henson
Office Manager
Harney Rock & Paving Co.
541-573-7855
Stacey@harneyrock.com

cc:
Member Schultz
Member Hedlund

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to both Union Pacific and Norfolk Southern, Harsco Rail supports the merger between the railroads. At Harsco, we provide maintenance of way equipment, contracted services, and a broad array of safety & technology products. These products and services are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Brian Shue
Harsco Rail
Commercial Vice President- Americas

Harsco Rail Global Headquarters
3440 Toringdon Way | Suite 100, Building 3 | Charlotte, NC 28277
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HAZ-MAT RESPONSE, INC.sm

"YOUR FIRST LINE OF DEFENSE"®

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Haz-Mat Response, Inc. strongly supports the proposed merger with Norfolk Southern.

At Haz-Mat Response, Inc. we provide Emergency Response and Environmental Remediation, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

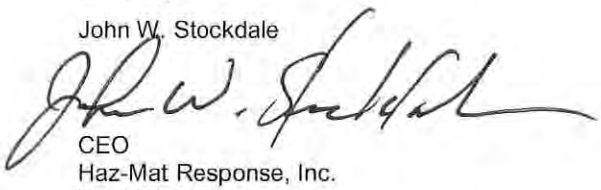
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

John W. Stockdale



CEO
Haz-Mat Response, Inc.
913-782-5151

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Herzog Railroad Services, Inc.
700 S Riverside Road • St. Joseph, MO 64507
816-233-9002 • www.herzog.com

HERZOG

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Herzog strongly supports the proposed merger with Norfolk Southern.

At Herzog, we provide specialized railroad maintenance equipment and technology for ballast, tie, rail, and OTM distribution, ultrasonic rail testing, and intelligent track monitoring to identify hazards, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Herzog Railroad Services, Inc.
700 S Riverside Road • St. Joseph, MO 64507
816-233-9002 • www.herzog.com

HERZOG

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

James R Hansen

Jim Hansen
Chief Commercial Officer – Freight Systems
Herzog Contracting Corp.
612-812-1344 M
jrhansen@herzog.com

cc: Member Schultz
Member Hedlund

HES
LOGISTICS INC.
TRUCKING AND TRANSPORTATION SERVICES

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, HES Logistics, Inc. strongly supports the proposed merger with Norfolk Southern.

At HES Logistics, Inc. we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

HES
LOGISTICS INC.
TRUCKING AND TRANSPORTATION SERVICES

Larry Schaul
VP Operations
HES Logistics, Inc.
(775) 355-9310

Larry Schaul
10/9/2025

cc: Member Schultz
Member Hedlund

Hill International, Inc.
100 Spectrum Center Dr., Suite 550
Irvine, CA 92618
www.hillintl.com
www.hillintl.com

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Hill International, Inc. strongly supports the proposed merger with Norfolk Southern.

At Hill International, we provide Program and Construction Management Services for clients in a range of sectors with primary focus on Rail and Transit, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel Nagy
Vice President
DanNagy@hillintl.com

Sincerely,

Juan Pablo (J.P.) Villamizar
Senior Vice President
JPVillamizar@hillintl.com

Cc: Member Schultz
Member Hedlund

DELIVERING THE INFRASTRUCTURE OF CHANGE

HILLIARD
ENTERPRISES, INC.

25221 Highway 365 N.
North Little Rock, AR 72113
1-501-851-0510
www.locomotiveparts.com

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Hilliard Enterprises, Inc. strongly supports the proposed merger with Norfolk Southern. We are truthfully excited to see what additional investment this brings with Union Pacific. A larger network with more locomotives, more track mileage, more jobs, and of course more business.

At Hilliard Enterprises, Inc., we provide remanufactured locomotive prime mover components, which are essential to the safe and smooth operation of freight rail service across the country. The components we supply to Union Pacific are integral to their operations as it ensures the locomotive fleet is properly maintained to allow for maximum uptime and creating a smooth flow of goods across the Union Pacific network.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth**: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger. With the merger, we see an opportunity to increase our supply of components across an additional 4,000 locomotives.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services. With an end to end network, it will allow for the free flow of material from coast to coast, enabling not only us, but our customers to receive their goods without additional time.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad directly translates to increased investment in our own business.

HILLIARD
ENTERPRISES, INC.

25221 Highway 365 N.
North Little Rock, AR 72113
1-501-851-0510
www.locomotiveparts.com

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring to our business, as well as numerous other suppliers in the rail industry.

Sincerely,

Everett Hilliard
President
Hilliard Enterprises, Inc.
hilliard@heiparts.net
501-851-0510

cc:

Member Schultz

Member Hedlund

HILLIARD ENTERPRISES, INC.

25221 Highway 365 N.
North Little Rock, AR 72113
1-501-851-0510
www.locomotiveparts.com

No Offer or Solicitation

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

HODDE & HODDE
LAND SURVEYING, INC.
Professional Land Surveying and Engineering
613 E. Blue Bell Road
Brenham, Texas 77833-2411

OFFICE PHONE: (979) 836-5681
FAX: (979) 836-5683
www.hoddesurveying.com
TBPE&LS SURVEY FIRM REG. NO. 10018800
TBPE&LS ENGINEERING FIRM REG. NO. F-18046

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Hodde & Hodde Land Surveying, Inc. strongly supports the proposed merger with Norfolk Southern.

At Hodde & Hodde Land Surveying, Inc., we provide professional land surveying services and related engineering support services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service

HODDE & HODDE
LAND SURVEYING, INC.
Professional Land Surveying and Engineering
613 E. Blue Bell Road
Brenham, Texas 77833-2411

OFFICE PHONE: (979) 836-5681
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www.hoddesurveying.com
TBPE&LS SURVEY FIRM REG. NO. 10018800
TBPE&LS ENGINEERING FIRM REG. NO. F-18046

quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Jon E. Hodde, RPLS
V.P./CEO
Hodde & Hodde Land Surveying, Inc.
613 East Bluebell Road
Brenham, Texas 77833

jon@hoddesurveying.com (email)
www.hoddesurveying.com (website)
(979)-836-5681 (voice)
(979)-836-5683 (fax)
(979)-277-2893 (cell)

cc:
Member Schultz
Member Hedlund

HOLLAND PAVING
Let Us Pave Your Worries Away

1255 S. Tyler • Wichita, KS 67209 • Phone: (316) 722-7114 • Fax: (316) 722-9115 • 1-800-536-6143

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Holland Paving Inc. strongly supports the proposed merger with Norfolk Southern.
At Holland Paving Inc. we provide all aspects of road crossings and their approaches, plus maintenance and repair. Holland Paving has worked 31 consecutive years for Union Pacific; which is essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

HOLLAND PAVING
Let Us Pave Your Worries Away

1255 S. Tyler • Wichita, KS 67209 • Phone: (316) 722-7114 • Fax: (316) 722-9115 • 1-800-536-6143

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
George Holland
Owner
Holland Paving Inc.
1-405-820-0210

cc: Member Schultz
Member Hedlund

Holman
Driving What's Right

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to Union Pacific, Holman strongly supports the proposed merger with Norfolk Southern.

At Holman we provide railroad vehicle acquisition, truck body and component installation, and in-life vehicle management services such as maintenance, fuel, and telematics programs, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Holman
Driving What's Right

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Robert L. White

President
Holman Fleet
4001 Leadenhall Drive

Mt. Laurel, NJ 08054

Bob.white@holman.com

609-234-4251 (cell)

cc:

Member Schultz
Member Hedlund

Holman
Driving What's Right

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Holman
Driving What's Right

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

HOME ELECTRONICS, INC
1630 S RESEARCH LOOP #140
TUCSON, AZ 85710

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs

As a proud supplier to Union Pacific, Home Electronics, Inc strongly supports the proposed merger with Norfolk Southern.

At Home Electronics, Inc, we provide repair and return electronic components and service AC units on locomotives, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

HOME ELECTRONICS, INC
1630 S RESEARCH LOOP #140
TUCSON, AZ 85710

Edward Salido
President
Home Electronics, Inc
520-395-5854

Hei4213@aol.com

cc:

Member Schultz
Member Hedlund

Horizon Underground Inc.
1595 Mountain Avenue, Norco, CA 92860
Office: 951-603-0745
Fax: 951-603-0746

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Horizon Underground Inc strongly supports the proposed merger with Norfolk Southern.

At Horizon Underground Inc, we provide directional boring, pothole, installation of conduit, concrete and asphalt restoration and supply material as needed, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

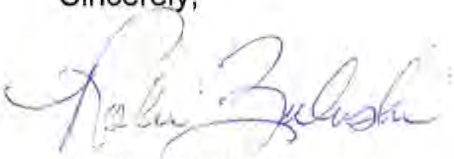
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Horizon Underground Inc.
1595 Mountain Avenue, Norco, CA 92860
Office: 951-603-0745
Fax: 951-603-0746

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Robin Zielinski
Chief Financial Officer
Horizon Underground Inc
951-603-0745

cc:
Member Schultz
Member Hedlund

11/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Hernandez Service Corporation (HSC abbreviations) strongly supports the proposed merger with Norfolk Southern.

At Hernandez Service Corporation, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Josue Hernandez
VP
Hernandez Service Corporation
(971) 279-4668

cc: Member Schultz
Member Hedlund

HUDSON VALLEY LOGISTICS LTD.

10/8/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Hudson Valley Logistics strongly supports the proposed merger with Norfolk Southern.

At Hudson Valley Logistics, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.



ADDRESS
1689 Rt 22
Brewster NY 10509

PHONE **(845) 278-6600**
FAX **(845) 278-6665**
E-MAIL **hudsonvalleylogistics@comcast.net**

HUDSON VALLEY LOGISTICS LTD.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel Wool

Director of Operations

Hudson Valley Logistics Ltd.

Tel: 845-278-6600

E Mail: dan@hvltrucking.com

cc: Member Schultz
Member Hedlund



ADDRESS
1689 Rt 22
Brewster NY 10509

PHONE **(845) 278-6600**
FAX **(845) 278-6665**
E-MAIL **hudsonvalleylogistics@comcast.net**

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Huey's Welding, Inc. strongly supports the proposed merger with Norfolk Southern.

At Huey's Welding, Inc., we provide Regulator Components and parts, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Steve Bennett
Vice President
Huey's Welding, Inc.
Phone: 912-285-3954

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

PROFESSIONAL HULCHER SERVICES INC.

Hulcher Resources Inc.

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of The Hulcher Companies, proud contractor to Union Pacific, we are writing to express our strong support for the proposed merger with Norfolk Southern.

For over five decades, Hulcher has partnered with the rail industry to provide critical services in emergency response, track construction, maintenance, and specialized support operations across the nation. Through these long-standing relationships, we have witnessed firsthand the commitment both Union Pacific and Norfolk Southern have made to safety, efficiency, and service excellence.

We believe this merger will deliver significant benefits to customers, communities, and railroad suppliers like Hulcher. The combined network would create a more resilient and interconnected rail system—improving transit times, reducing service coverage, and enhancing the reliability of freight movement across key regions. For contractors and partners like Hulcher, a unified network also means greater opportunities for us to support growth and infrastructure investment.

We encourage the relevant authorities to consider the potential benefits to suppliers like Hulcher as well as the economy overall. Thank you for your time and consideration. We are proud to support this important step forward in American rail transportation.

Sincerely,

Frank Given
President

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PROFESSIONAL HULCHER SERVICES INC.

Hulcher Resources Inc.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133798/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

IAT INTERNATIONAL, INC

555 E. MAIN ST, SUITE 1101
NORFOLK, VIRGINIA 23510 USA
http://www.IATint.com/

TEL: (757) 622-7239
FAX: (757) 622-0893
IAT@IATint.com

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, IAT International, Inc. strongly supports the proposed merger with Union Pacific.
At IAT International, Inc. we provide **Steel Rail** which is essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Avraham Ashkenazi, President
IAT International, Inc.
757-622-7239
Email: ashkenazi@iatint.com

cc:

Member Schultz
Member Hedlund

Armen Asatryan, Assistant President
LJ International, Inc.
767-822-7229
email: asatryana@ljworld.com

cc:
Members Default
Members Required

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Imperial Bag & Paper Co LLC ("Imperial") strongly supports the proposed merger with Norfolk Southern.

At Imperial, we provide janitorial supplies, packaging, corrugated, can liners and gloves, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones**.**
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover**,** reduced transit times

will lower our investment in inventory, allowing us to further invest in our business and employees**.**

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Paul M Cervino

Paul M. Cervino
Chief Administrative Officer

cc:
Member Schultz
Member Hedlund

INDEPENDENT MACHINE COMPANY
2501 DANFORTH ROAD
ESCANABA, MI 49829
PHONE: (906) 428-4524
FAX: (906) 428-4674

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Independent Machine Co Inc strongly supports the proposed merger with Norfolk Southern.

At Independent Machine Co Inc, we provide Locomotive Parts (Plows, Gear Cases, etc.), which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Mark Wyman
General Manager
Independent Machine Co Inc
906-428-4524 – mwyman@imc-mi.com

cc:
Member Schultz
Member Hedlund



IMC
INDEPENDENT MACHINE COMPANY
2501 DANFORTH ROAD
ESCANABA, MI 49829
PHONE: (906) 428-4524
FAX: (906) 428-4674

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



IMC
INDEPENDENT MACHINE COMPANY
2501 DANFORTH ROAD
ESCANABA, MI 49829
PHONE: (906) 428-4524
FAX: (906) 428-4674

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

INDUSTRIAL HYGIENE AND
SAFETY TECHNOLOGY, INC.

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Industrial Hygiene and Safety Technology, Inc. strongly supports the proposed merger with Norfolk Southern.

At Industrial Hygiene and Safety Technology, Inc., we provide professional asbestos inspection and abatement services at various locations system wide, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our services.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dana Bramlett
Chief Executive Officer
Industrial Hygiene and Safety Technology, Inc.
972-478-7415
dana@ihst.com

cc:
Member Schultz
Member Hedlund

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a customer of Union Pacific, and current supply chain consultant for shippers and state and local agencies, Industrial Infrastructure Partners is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

The supply chain industry depends on efficient, reliable, and cost-effective rail service to meet the needs of our partners and customers and ensure the safe, timely delivery of our products across the country. At Industrial Infrastructure Enterprises in addition to we developing intermodal assets and logistics parks, we advise both shippers and state agencies on site selections and the optimization of their supply chains. This can range from advanced manufacturing to agriculture.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Industrial Infrastructure Enterprises and the partners we support have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for customers like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Armando Rafael Tirado
Principal
Industrial Infrastructure Enterprises

Cell: (915) 494-9690

ArmandoRTirado@gmail.com

cc: Member Schultz
Member Hedlund


INDUSTRIAL
INFRASTRUCTURE

9/23/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Industrial Railco, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of Kohler Co, NRS Logistics, and Chang Chung Petrochemical AZ and ensure the safe, timely delivery of our products across the country. At Industrial Railco, LLC, we transport raw materials, chemicals and manufactured products to markets nationwide. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Industrial Railco, LLC has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific Kohler Co, NRS Logistics, and Chang Chung Petrochemical AZ like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods Kohler Co, NRS Logistics, and Chang Chung Petrochemical AZ faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Timothy A Smith
Managing Partner
Industrial Railco, LLC
tsmith@industrialrailco.com – (602) 762-9622

cc: Member Schultz
Member Hedlund

Infinite
MÉXICO

October 1st of 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Fuchs,

On behalf of Infinite Logistics Solutions, S.A. de C.V., we are honored to express our strong support for Union Pacific's proposed merger with Norfolk Southern.

Our partnership with Union Pacific has allowed us to contribute to a stronger, more efficient freight network that connects businesses and communities across North America. We see this merger as a natural step forward, one that will expand opportunities, enhance supply chain resilience, and further advance sustainability in transportation.

As a company committed to innovation and customer service, we recognize the importance of a rail network that keeps pace with the demands of today's economy. The combination of Union Pacific and Norfolk Southern will ensure that shippers, carriers, and communities alike benefit from a more unified, reliable, and environmentally responsible system.

We are proud to stand with Union Pacific in this exciting new chapter and look forward to continuing our collaboration as the future of rail transportation takes shape.

With respect and support,

Ramon Rodriguez
Comercial Executive
Infinite Logistics Solutions, S.A. de C.V.
Cel: 81 2824 1403

Email: ramon.rodriguez@infinitemex.com

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Infinitive Inc. strongly supports the proposed merger with Norfolk Southern.

At Infinitive Inc., we provide parts for the locomotives which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Rolf Berg
President
Infinitive Inc.
262-251-4800

cc:
Member Schultz
Member Hedlund

Integrated Industries Corporation

10/8/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Integrated Industries Corporation strongly supports the proposed merger with Norfolk Southern.

At Integrated Industries Corporation, we provide intermodal equipment maintenance and repair services to UP, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to

more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Frank Perez
Executive Vice President
Integrated Industries Corporation

cc:

Member Schultz
Member Hedlund

Inter-Rail Group, Inc.

115 Lawyers Row
Centreville, MD 21617
Ph. (410) 758-2893

September 29th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Inter-Rail Group, INC. strongly supports the proposed merger with Norfolk Southern.
At Inter-Rail Group we provide automotive logistical services which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Seth Ricketts

Seth Ricketts
CEO
Inter-Rail Group, INC.
scricketts@interrail-transport.com
410-490-0294

cc:
Member Schultz
Member Hedlund

Providing Solutions with Environmental, Construction, Recycling, and Transportation Services.

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a contractor and supplier to **Union Pacific**, **J. Pettiecord Inc.** strongly supports the proposed merger with **Norfolk Southern Railway**.

At **J. Pettiecord Inc.**, we provide environmental services, rail construction, material handling, and heavy civil contracting solutions that are essential to the safe and efficient operation of freight rail infrastructure across the country. Our work helps ensure that railroads like Union Pacific can maintain reliable, sustainable, and high-performing operations.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific has consistently fostered an environment where suppliers can grow while delivering safe, efficient, and cost-effective solutions. We anticipate that our business will continue to expand as the merged company's operational needs and network capacity grow.
- **Expanded Reach:** A unified network will create a broader geographic footprint, allowing suppliers like J. Pettiecord Inc. to serve a wider range of projects and customers with greater efficiency.
- **Improved Service Reliability:** The combined network will enable more direct routes and operational flexibility, reducing disruptions and delays that impact the timely delivery of materials and services.
- **Reduced Transit Times:** The elimination of interchange points will shorten transit times, improving project scheduling and resource allocation. This efficiency will also allow us to reinvest in our equipment, workforce, and technology.
- **Increased Investment:** A stronger, transcontinental rail network will be better positioned to invest in infrastructure, technology, and safety. As a supplier, we view these investments as direct opportunities for growth, innovation, and continued partnership.

1200 Prairie Dr SW Bondurant, IA 50035
Phone: 515-263-8900
www.JPettiecord.com
info@jpettiecord.com

Providing Solutions with Environmental, Construction, Recycling, and Transportation Services.

We understand that regulatory review is a critical step in this process, and we respectfully urge the **Surface Transportation Board** to consider the positive impact this merger will have on suppliers like J. Pettiecord Inc. and on the broader economy.

Thank you for your consideration of our perspective. We look forward to supporting the continued growth, innovation, and operational excellence that this merger will bring to the rail industry.

Sincerely,

Nick Wylie
Chief Operating Officer
J. Pettiecord Inc.
1200 Prairie Dr. SW
Bondurant, IA 50035
Office: (515) 263-8900
Cell: (515) 577-2011
Email: nick@jpettiecord.com

cc:
Member Schultz
Member Hedlund

Jamaica Bearings Company

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Jamaica Bearings Co. strongly supports the proposed merger with Norfolk Southern.
At Jamaica Bearings Co., we provide locomotive and railcar parts, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Scott Reichert

Scott Reichert

Vice President
Jamaica Bearings Co.
Email: sreichert@jamaicabearings.com

cc:

Member Schultz
Member Hedlund

1700 Jericho Turnpike New Hyde Park, NY 11040
Phone: (516) 326-1350 Fax: (516) 326-2045
WWW.jamaicabearings.com

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Jammie's Environmental, Inc. strongly supports the proposed merger with Norfolk Southern.
At Jammie's Environmental, Inc., we provide derailment services, load adjustment services, maintenance-of-way (MOW), trucking of various commodities, panel maintenance, track work, and other essential services that contribute to the safe and efficient operation of freight rail service across the country.
We believe this proposed merger will provide significant benefits to Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive by delivering safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply demands expand through the merger.
- **Expanded Reach:** A broader geographic footprint will allow us to better serve our existing customers and reach new markets.
- **Improved Service Reliability:** A unified network will create more direct routes and greater operational flexibility, reducing service interruptions that can affect the delivery of our products and services.
- **Reduced Transit Times:** The elimination of interchanges will shorten transit times by several days, enabling us to serve more customers more quickly. This will also reduce our inventory costs, allowing us to reinvest in our business and workforce.
- **Increased Investment:** A combined, transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment—enhancing service quality, capacity, and safety. These investments will, in turn, drive growth and innovation for suppliers like us.

We recognize the importance of regulatory oversight in such matters and respectfully urge the Board to consider the positive impact this merger will have on suppliers, the freight network, and the broader economy.

Thank you for your consideration. We look forward to the continued growth, innovation, and partnership that this merger promises to bring.

Sincerely,

Jammie D. Scott

Jammie D. Scott
Jammie's Environmental, Inc.

cc:
Member Schultz
Member Hedlund



10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JAS TRUCKING, INC strongly supports the proposed merger with Norfolk Southern.

At JAS Trucking, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.



Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

John Madison
Project Manager
JAS TRUCKING INC
JOHN.MADISON@JASTRUCKING.COM

PHONE 708-272-1995

cc: Member Schultz
Member Hedlund

JAY-REESE CONTRACTORS

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Jay-Reese Contractors, Inc. strongly supports the proposed merger with Norfolk Southern.

At Jay-Reese Contractors, Inc., we provide construction services and bridge replacement. Jay-Reese has worked with Union Pacific for over thirty-five years, working in fourteen different states building new tracks and bridges, as well as replacing old facilities. Our projects are a result of Union Pacific's drive for safe and smooth operation of their freight rail across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

32780 Ranch Road 12 • Dripping Springs, Texas 78620
Phone (512) 829-5360 • Fax (512) 829-5366

JAY-REESE CONTRACTORS

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ron Albee
President
Jay-Reese Contractors, Inc.
Phone: (512) 844-9968

cc:
Member Schultz
Member Hedlund

JB INTERMODAL

September 19th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JB Intermodal Inc. strongly supports the proposed merger with Norfolk Southern.

At JB Intermodal Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

We also would like to add and speak well of your team and sales representative for their great effort and your continued trust in our business.

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Loup Logistics have been our customer for the past several years and it is because of your continued and open relation that we have been a successful company with the highest sales during all these years.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Juan Bonilla Granados
President
JB Intermodal Inc.
admin@jbintermodalinc.com

cc: Member Schultz
Member Hedlund

Scanned with CamScanner



[10/1/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *JBX Logistics LLC* , we strongly support the proposed merger with Norfolk Southern.

At JBX Logistics LLC, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules. ● **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. ●

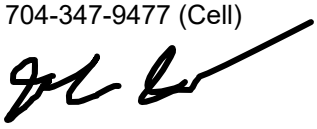
Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Joshua Freeman
Owner
JBX Logistics LLC
980-250-5152 (Office)
704-347-9477 (Cell)



cc: Member Schultz
Member Hedlund

10/21/2025

JC Rail Construction LLC
7823 N US HWY 287

Tennessee Colony Texas 75861

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JC Rail Construction strongly supports the proposed merger with Norfolk Southern.

At JC Rail Construction we provide comprehensive **railroad maintenance-of-way services** supporting safe, efficient, and reliable rail operations. Our team combines experienced personnel, specialized equipment, and a strong commitment to safety and quality to deliver a full range of rail infrastructure solutions, including:

- **Vegetation Management:**

Mechanical and chemical vegetation control along right-of-way to maintain visibility, drainage, and compliance with railroad safety standards. Services include brush cutting, tree removal, and herbicide application.

- **Bridge Work and Structural Maintenance:**

Inspection, repair, and rehabilitation of railroad bridges, trestles, and related structures. Capabilities include timber and steel bridge repair, decking replacement, and stabilization to extend structure lifespan and ensure operational safety.

- **New Rail and Track Installation:**

Complete installation of new rail lines, sidings, and track components. Services include grading, ballast placement, rail laying, surfacing, and alignment to meet Class I and short-line railroad standards.

- **Heavy Hauling and Material Handling:**

Transport and placement of heavy materials such as rail sections, ballast, ties, and bridge components using specialized rail and off-road equipment. Experienced in logistics coordination for remote or high-traffic rail environments.

- **Culvert Repairs and Drainage Improvements:**

Inspection, cleaning, and replacement of culverts and drainage structures to prevent washouts and ensure track stability. Work includes excavation, pipe installation, concrete headwalls, and erosion control measures.

- **Slope Stabilization and Erosion Control:**

Installation of retaining systems, geotextiles, riprap, and other stabilization techniques to prevent embankment failure and maintain right-of-way integrity.

- **Cross Tie Installation and Track Component Replacement:**

Removal and installation of timber, concrete, or composite ties using hydraulic tie equipment. Services include fastening system replacement and spot maintenance to extend track life and performance.

Experience:
We serve Class I, short-line, and industrial rail clients, providing both scheduled maintenance and emergency response services across a range of operating conditions.

As all are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times,

enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jordan Winkel
Owner Operator
JC Rail Construction, LLC

903-922-6776

Jordanw1985@yahoo.com

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will



be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".



Free copies of these documents may be obtained as described above.

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JCS Pave strongly supports the proposed merger with Norfolk Southern.
At JCS Pave, we provide paving construction and maintenance services, which are essential to the safe and smooth operation of
freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.
Sincerely,

Jeff Cowgill

Jeff Cowgill
Owner
JCS Pave
903-278-4777
Jeff@JCSPave.com

cc:
Member Schultz
Member Hedlund

JEM
COMMUNICATIONS, INC

October 29, 2026The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JEM Communications Inc, strongly supports the proposed merger with Norfolk Southern.

At JEM Communications Inc, we provide communication devices for the locomotives such as the Clean Cab Radio, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Tami R Nielsen

Tami R Nielsen
Chief Executive Officer

JEM Communications, Inc
tnielsen@jemcom.com

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation



This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION



Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

JIMCO INC.

P.O. BOX 967
1540 S. Greenwood Ave., Montebello, CA 90640
www.jimcoinc.com
Tel. (323) 724-9835 * Fax (323) 724-9837

INDUSTRIAL SCRAP DEALER * DEMOLITION

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to the Union Pacific since 1988, Jimco Inc. strongly supports the proposed merger with Norfolk Southern.

At Jimco Inc. we provide scrapping of age out railcars returning parts back to be reconditioned, de racking auto racks and help manage scrap at several mechanical and engineering locations across the county as well as shipping some of this scrap via UP served lines. We also help manage the scrap generated from derailments at our state of the art shredder down at the Long Beach port. All of these are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

James Wilson
President/CEO
Jimco Inc.
323-724-9835

cc:

Member Schultz
Member Hedlund

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific,Jim's Tank Service, LLC strongly supports the proposed merger with Norfolk Southern.

At Jim's Tank Service, LLC, we provide **tank cleaning, waste transportation, and environmental remediation**, offering comprehensive solutions for managing **petroleum products, wastewater, and hazardous materials**. Our experienced team provides **vacuum truck services, roll-off container rentals, confined space entry, and emergency spill response** for industrial, utility, and municipal clients. Which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Tyler Berryhill
Manager
Jim's Tank Service, LLC
O: 901-357-727

E: tberryhill@jimstankservice.com



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

10 SEPTEMBER 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JIREH ALA EXPRES LLC strongly supports the proposed merger with Norfolk Southern.

At JIREH ALA EXPRES LLC, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



DIEGO QUIROZ LOYO
MANAGER
JIREH ALA EXPRES LLC
DIEGO.LOYO@ALAEXPRESS.NET

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JJT Transportation and Logistics strongly supports the proposed merger with Norfolk Southern.

At JJT Transportation and Logistics, we provide a myriad of different transportation solutions, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kelley Kulesa

Director of Shared Services

7006 J. Street, Omaha NE 68117 &

5413 S 72 St Suite 107, Omaha NE 68127

Mobile: 402.672.3137

cc:
Member Schultz
Member Hedlund

10/23/2025

Jodie Kelly Plumbing Co., Inc.

701 Mission Rd

North Little Rock, AR 72118

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Jodie Kelly Plumbing strongly supports the proposed merger with Norfolk Southern.

At Jodie Kelly Plumbing, we provide plumbing & mechanical services, which are essential to the safe and smooth operation of freight rail service across the country.

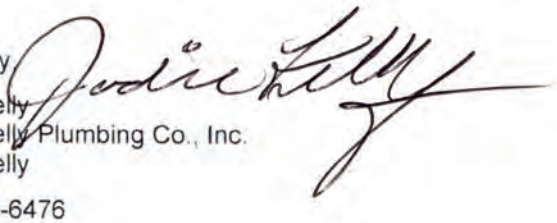
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Jodie Kelly
Jodie Kelly Plumbing Co., Inc.
Jodie Kelly
501-681-6476

cc:
Member Schultz
Member Hedlund

JOSHUA
GRADING & EXCAVATING, INC.

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long term supplier of Union Pacific, Joshua Grading and Excavating Inc, strongly supports the proposed merger with Norfolk Southern.

At Joshua Grading we provide we currently are the premier contractor in California for all Mechanical, engineering and Load Adjustments. We currently support all class ones in California, which are essential to the safe and smooth operation of freight rail service across the country.

The proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific is an environment where suppliers have ample opportunity to grow and really embrace different avenues of business if one continues to be help to the high standard Union Pacific holds. Joshua Grading anticipate that our own business will grow as the company's supply demands expand with the merger.
- **Reliability:** Combining both railroads will create multiple route options that have not been utilized before and will allow customers to receive goods at a more reliable rate.
- **Transit Times:** The merger will allow both companies to push freight at a capacity America has never seen. Eliminating stops and streamlining the process from coast to coast will not only allow faster transit times but opens the door to lowering cost for the consumer and bettering off all Americans.
- **Consumer Benefit**: The merger ultimately will benefit the everyday American. By streamlining a process that will reduce time and cost the American people will receive the largest benefit. It will cause disruption on an industry that hasn't seen a merger like this in the last 15 years. It will make others in the industry have to drive efficiency, innovation, and production.
- **Industry Evolution**: The merger of two great companies, with the opportunity to serve the entire country will lead to something we have not seen. Railroads drive the American way of life and how we get our supplies. Now having a turnkey service that goes coast to coast and not having to stop or rework loads to go from one carrier to another is truly driving the industry in an upwards direction.

Regulatory review is an important part of this process, and we encourage the relevant authorities to consider the positive impact this merger will have on suppliers like us, the average American and the broader economy.

Thank you for your consideration. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Blaine Barton
Chief Operations Officer
Joshua Grading and Excavating Inc
Email: Blaine@Joshuagrading.com
Phone 760-559-3250

cc: Member Schultz Member Hedlund

9/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, JW Express inc strongly supports the proposed merger with Norfolk Southern.

At JW Express inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerel

J.W. Express, Inc. • 2735 Spring Grove Avenue • Cincinnati, OH 45225 • Phone: (513) 241-7400 • Fax: (513) 241-7510



Lynn Gamble
Owner
JW Express inc
513-241-7400

cc: Member Schultz
Member Hedlund

LINDSEY INC.
License # 925366
P.O. Box 328. Patton, Ca 92869
Office 909-307-3322

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Expression of Support for the Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of J.W. Lindsey, Inc., a proud supplier to Union Pacific, I am pleased to share our strong support for the proposed merger with Norfolk Southern.

At J.W. Lindsey, Inc., we provide general contracting and facility maintenance services, including asphalt and concrete work, fencing and gates, excavation and trenching, industrial maintenance, and emergency response—that are essential to the safe and smooth operation of freight rail service across the country. The freight rail system is a cornerstone of our business, enabling us to deliver these services efficiently while sustaining jobs and contributing to local economies across California and the surrounding states.

In our view, this merger has the potential to create meaningful advantages not only for Union Pacific but also for its supplier network and customers nationwide. Among the expected benefits are:

- **Stronger Opportunities for Growth:** Union Pacific has always cultivated an environment where its suppliers can succeed. As their network expands through this merger, we anticipate increased opportunities to support larger and more complex projects.
- **Greater Reliability:** A unified network will create more direct routing and reduce points of transfer, minimizing delays that often complicate scheduling and material delivery.
- **Faster Service:** Shortened transit times will allow both suppliers and customers to benefit from quicker movement of goods and resources, helping us better align with the needs of the rail industry.
- **Future Investment:** A transcontinental system will be better equipped to make strategic investments in infrastructure, safety, and technology—improvements that strengthen the entire supply chain.
- **Wider Reach:** Access to a broader geographic footprint will allow suppliers like us to extend our services to new areas and broaden the support we provide to Union Pacific and its partners.

We recognize the importance of careful review in this process and trust that the Board will weigh the broader economic benefits this merger will bring to suppliers, customers, and communities alike.

Thank you for your consideration of our perspective. J.W. Lindsey, Inc. looks forward to the continued innovation and shared success that this merger represents.

Sincerely,



Brittany M. O'Neill
Chief Executive Officer
J.W. Lindsey, Inc.
521 11th Street
Redlands, CA 92374
(909) 915-7024
BrittanyLindseyInc@aol.com

Kawasaki Rail Car, Inc.
29 Wells Avenue, Building 4
Yonkers, New York 10701
Tel: 914-376-4700 Fax: 914-376-4779
http://www.kawasakirailcar.com

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kawasaki Rail Car, Inc. strongly supports the proposed merger with Norfolk Southern.
At Kawasaki Rail Car, Inc., we provide Autonomous Track Geometry Measurement Systems, which are instrumental to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's customers, suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** The ability of customers to access a broader geographic footprint will allow them to better serve their own customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of customer products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling customers to deliver more goods to more of their own customers, faster. Moreover, reduced transit times will lower customer investment in inventory, allowing them to further invest in their businesses and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Yusuke Hirose
President
Kawasaki Rail Car, Inc.

cc:
Member Schultz
Member Hedlund

Kenneth Everett & Sons Asphalt Paving & Construction Inc.
2913 Brown Ave.
Jourdanton, Texas 78026
Keverettpaving@icloud.com

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kenneth Everett & Sons Asphalt Paving & Construction Inc. strongly supports the proposed merger with Norfolk Southern.

At Kenneth Everett & Sons Asphalt Paving & Construction Inc., we provide paving services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kenneth Everett

Kenneth Everett & Sons Asphalt Paving & Construction Inc.
2913 Brown Ave.
Jourdanton, Texas 78026
Keverettpaving@icloud.com

Kenneth Everett
President
Kenneth Everett & Sons Asphalt Paving & Construction Inc.
830-769-2469

cc:

Member Schultz
Member Hedlund

Kenneth Everett & Sons Asphalt Paving & Construction Inc.
2913 Brown Ave.
Jourdanton, Texas 78026
Keverettpaving@icloud.com

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/lx?doc=/Archives/edgar/data/0000702165/000070216525000008/nso-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/lx?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

Kenneth Everett & Sons Asphalt Paving & Construction Inc.
2913 Brown Ave.
Jourdanton, Texas 78026
Keverettpaving@icloud.com

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525068914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

KERR CONTRACTORS
P.O. Box 1060 Woodburn, OR 97071
Main Fax 971.216.0079
Main Office 971.216.0050
Estimating Fax 503.981.1161

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kerr Contractors strongly supports the proposed merger with Norfolk Southern.

At Kerr Contractors, we provide heavy civil construction services for new and existing track and intermodal facility improvements, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Alan W. Aplin
Vice President/Secretary
Kerr Contractors
395 Shenandoah Lane NE
Woodburn, OR 97071

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing partner to Union Pacific, Kestrel Tellevate LLC (KTL) is proud to express our strong support for the proposed merger with Norfolk Southern.

KTL is a multidisciplinary consulting firm providing environmental, occupational health and safety, quality management, and compliance services that help industrial organizations manage complex risks. For more than 25 years, we have worked closely with Union Pacific to help ensure the safe, reliable, and compliant operation of freight rail systems nationwide.

We believe this merger represents a forward-looking opportunity with meaningful benefits for Union Pacific's supplier network and the rail industry at large, including:

- **Expanded Business Opportunities:** Union Pacific has long fostered a culture where suppliers can innovate and grow while delivering safe, efficient, and cost-effective solutions. This merger will extend that environment across a larger network, creating new avenues for collaboration and growth.
- **Greater Investment in Safety and Sustainability:** A unified transcontinental railroad will be better positioned to invest in environmentally responsible infrastructure, cutting-edge technology, and advanced equipment—enhancing safety, service quality, and capacity. As Union Pacific invests in progress, suppliers like KTL are able to do the same.

We recognize that thoughtful regulatory review is essential to this process. We respectfully urge the relevant authorities to consider the positive economic and operational impact this merger will bring to suppliers, customers, and communities across the country.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will make possible.

P.O. BOX 8278 | MADISON, WI 53708
T (608) 226-0531 | GOKTL.COM

Sincerely,

Evan Fitzgerald

Digitally signed by Evan Fitzgerald
Date: 2025.10.27 15:49:31 -05'00'

Evan Fitzgerald
Principal
efitzgerald@goktl.com

Lisa Langdon
Principal
llangdon@goktl.com

Joseph Tell
Principal
jtell@goktl.com

Kestrel Tellevate LLC
One West Court Square
Suite 750
Decatur, GA 30030

1010 E. Washington Avenue
Suite 314
Madison, WI 53703

cc:

Member Schultz
Member Hedlund

K-FIVE CONSTRUCTION CORPORATION

999 Oakmont Plaza Drive • Suite 200 • Westmont, IL 60559
(630) 257-5600 Fax (630) 257-6788
www.k-five.net

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, K-Five Construction strongly supports the proposed merger with Norfolk Southern. At K-Five Construction, we have worked with Union Pacific and Norfolk Southern. Our projects with both networks have included the construction of rail yards, expansion of intermodal facilities, and paving of properties for both railroads throughout the country. We are honored and proud to work with an industry that benefits the American economy in a safe and reliable way.

As a family owned and operated company based outside Chicago, we know firsthand the benefits a merger would bring not only to our region, but across the country. Safety, the cornerstone in our company, would be addressed with improved service reliability and increased direct routes and flexibility. Both are essential to the safe and smooth operation of freight rail service across the country. Chicago, often called the 'railroad capital of the U.S' has a long history of growth and opportunity due to the railroads. We value this moniker; our families and local businesses view improved service and reduced transit times as an avenue to ensure our future continues as a transportation hub.

Additionally, the merger would bring significant benefits for Union Pacific's suppliers and partners, which are businesses and families across the country, both large and small. Our suppliers, our partners and our valued subcontractors all rely on rail not only on projects in rail, but for interstate, local roads, and airport projects throughout the country.

We understand regulatory review is an important part of this process and encourage authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Robert G. Krug
President

cc:
Member Schultz
Member Hedlund



9/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, King Aultman Group LLC strongly supports the proposed merger with Norfolk Southern.

At King Aultman Group LLC, we provide rail-construction, engineering, and intermodal delivery services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Wesley E. King
President
King Aultman Group LLC
wes@kingaultman.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kinley Construction Group strongly supports the proposed merger with Norfolk Southern.

At *Kinley Construction Group* we provide Fueling Facility and Wastewater Treatment Plant Construction, as well as other infrastructure construction such as Air Systems, Track Pan Systems, Industrial Water Collection Systems, Buildings, & Utilities, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Rennie Crisafulli
President
Kinley Construction Group
(817) 819-2980 / rjc@kinleyconstruction.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.



Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, KM Specialty Systems, Inc., strongly supports the proposed merger with Norfolk Southern.

At KM Specialty Systems, Inc., we provide specialty lubricants and lubricator filling services that extend the life of the rail, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dan Pritchard

Dan Pritchard
Vice President
KM Specialty Systems, Inc.
812-459-3116/DPritchard@kmspecialty.com

cc:
Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kraemer North America, LLC. strongly supports the proposed merger with Norfolk Southern.

At Kraemer North America, LLC we provide full-service heavy civil services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Jesse Proffitt
Vice President – National Railroad Group
Kraemer North America
JProffitt@KraemerNA.com
608.393.8452

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

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Free copies of these documents may be obtained as described above.

Kramer Oil Company
1206 11th Road
Marysville, KS 66508
(785) 562-2466
www.krameroil.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kramer Oil strongly supports the proposed merger with Norfolk Southern.

At Kramer Oil, we provide diesel fuel via direct to locomotive fueling which is essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Chad E Kramer

President
Kramer Oil
Cell: (785) 268-0674
Email: ckramer@krameroil.com

KRAMER OIL
EST. 1976

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

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CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

KRW CONSTRUCTION
Blair, NE

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, KRW Construction, Inc. strongly supports the proposed merger with Norfolk Southern.

At KRW Construction, we provide capital projects and roadway maintenance, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Melissa Wehrli
President
KRW Construction
mwehrli@krwconstruction.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

KYLE ERWIN CONSTRUCTION

Heavy Haul – Hydro Excavation – Dirt Construction – Pipeline Construction-Engineering

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Kyle Erwin Construction, LLC strongly supports the proposed merger with Norfolk Southern.

At Kyle Erwin Construction, LLC, we provide trucking and ROW services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Corbin Wilson
Operations Manager
Kyle Erwin Construction, LLC
940-433-2228

cc:
Member Schultz
Member Hedlund

L&T Technology Services Limited,
West Block II, 5th Floor,
L &T Knowledge City, N.H. - 8,
B/w Ajwa-Waghodia Crossings,
Vadodara - 390019

6th October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, L&T Technology Services is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Operating in more than 25 countries, with annual revenues of over USD 1.26 billion, we design, develop, and deliver transformative products and services for a diverse clientele worldwide. From mobility and sustainability to next-gen technologies, we partner with the world's biggest and brightest brands across practically every industry. Born from the engineering excellence of Larsen & Toubro (L&T), LTTS began as a division within one of the world's largest engineering conglomerates. In 2009, recognizing the enormous potential of both engineering and technology, we became an independent entity. In the years since, LTTS has grown into a global powerhouse – blending deep engineering heritage with cutting-edge technologies to help shape industries around the world.

Today we operate as a strategic partner with Union Pacific, providing trusted technology resources to deliver the innovative solutions that are creating a technology-enabled railroad industry of tomorrow. We understand the importance of rail to our national infrastructure and the global markets we serve. With our broad view of both US and global commerce, we understand firsthand how investments in technology modernization represent commitment to stability, growth and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers. Rather than a siloed technology experience for customers, they will benefit from unified solutions, benefitting rail as a competitive mode
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Innovation:** Sheer scale of operations, financials, supply, human resources, and emerging tech will provide a larger and faster return on innovation. Solution deployment value will be multiplied.

L&T Technology Services Limited,
West Block II, 5th Floor,
L &T Knowledge City, N.H. - 8,
B/w Ajwa-Waghodia Crossings,
Vadodara - 390019

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that L&T Technology Services has witnessed while working with Union Pacific during our engagements. We've seen direct precision execution of large scale, highly impactful technology transitions. Done in a surgical, and methodical way, with emphasis on business continuity and customer experience as unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.



Sincerely,
Alind Saxena
Executive Director & President - Mobility & Tech
L&T Technology Services Limited
Email: alind.saxena@ltts.com

cc: Member Schultz
Member Hedlund

L A Transportation, Inc.
6146 Mackenzie San Antonio, TX 78247
Office (210) 590-8859 Fax (210) 595-1938

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, L A Transportation, Inc. strongly supports the proposed merger with Norfolk Southern.
At *L A Transportation, Inc.*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

X 

Alex Torres
Operations Manager

L A Transportation, Inc.
6146 Mackenzie
San Antonio, TX 78247
Office (210) 590-8859
Fax (210) 595-1938

LeTourneau ELECTRIC, INC.

12333 347th. St. - Lindstrom, MN 55045 Phone: (651)257-8987

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LeTourneau Electric, Inc. strongly supports the proposed merger with Norfolk Southern.

At LeTourneau Electric, Inc., we provide electrical contracting services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Quintin LeTourneau
Vice President
LeTourneau Electric, Inc.
(651)257-8987
Quintin@letourneauelectricinc.com

cc:

Member Schultz
Member Hedlund

LEWIS
BOLT & NUT COMPANY

09/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Lewis Bolt & Nut Company strongly supports the proposed merger with Norfolk Southern.

At Lewis Bolt, we manufacture and provide domestic track fasteners which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

George Apostou
VP, Sales
Lewis Bolt & Nut Company
george@lewisbolt.com

(503) 410-1278

LEWIS
BOLT & NUT COMPANY

cc:
Member Schultz
Member Hedlund

L.G. BARCUS & SONS

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, L. G. Barcus and Sons, Inc. strongly supports the proposed merger with Norfolk Southern.

At L.G. Barcus and Sons, we construction bridges, culverts, shoring walls and repair existing infrastructure for both UPRR and NSRR, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

L.G. BARCUS & SONS

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel Gibson

Vice President

L.G. Barcus and Sons, Inc.

Daniel.gibson@barcus.com

cc:

Member Schultz
Member Hedlund

October 03,2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LGM Terminales Intermodales SA de CV strongly supports the proposed merger with Norfolk Southern.

At LGM Terminales Intermodales SA de CV, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Giotto No.18 int 304 Col Mixcoac CP 03910, México, CDMX
55 55980878 / 55 55630802 / 55 5598 4834

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Juan Pablo Linss de la Peña
CEO
LGM Terminales Intermodales SA de CV
52 1 55 3041 6855
jplinns@albatroscatamarans.com

cc: Member Schultz
Member Hedlund

LIFT SOLUTIONS, INC.

11/11/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Lift Solutions strongly supports the proposed merger with Norfolk Southern.

At Lift Solutions, we provide forklifts, aerial equipment, attachments and service, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



LIFT SOLUTIONS, INC.

Steve Buehler
President
Lift Solutions, Inc
402-619-0266

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

LIFT SOLUTIONS, INC.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/Ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/Ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

LinkUp

10/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LinkUp International, Inc. strongly supports the proposed merger with Norfolk Southern.

At LinkUp International, Inc., we provide innovative solutions for the railway industry. Our extensive product line includes a range of rail essentials such as PTC antenna arrays, cable and wire harness assemblies, electrical enclosures, toilets, refrigerators, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

LinkUp
CORPORATION



Sincerely,

Nathan Fritzel
President
LinkUp International, Inc.
nate@linkupcorp.com
817-691-7121

cc:

Member Schultz
Member Hedlund

LinkUp CORPORATION

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

LinkUp CORPORATION

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report; and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures"

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures"

Free copies of these documents may be obtained as described above.

LIVINGSTON RAIL

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

October 22, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Livingston Rail strongly supports the proposed merger with Norfolk Southern. At Livingston Rail, we provide signal design and engineering, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Regards,

Jamie Mangiameli
Director of Operations
Livingston Rail

CC:
Member Schultz
Member Hedlund

LJA RAIL, LLC
713.953.5200
TBPELS F-1386
TBPELS 10110501
www.LJA.com
3600 W Sam Houston Pkwy S, Suite 150 Houston, Texas 77042

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LJA Rail, LLC strongly supports the proposed merger with Norfolk Southern.

At LJA Rail, LLC, we provide Industrial Project Management, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Sherman Spear

LJA RAIL, LLC
713.953.5200
TBPELS F-1386
TBPELS 10110501
www.LJA.com
3600 W Sam Houston Pkwy S, Suite 150 Houston, Texas 77042

Sherman Spear
Director of Rail
LJA Rail, LLC
sspear@ljarail.com

Cell – 720-810-6980

cc: Member Schultz
Member Hedlund

LJA RAIL, LLC
713.953.5200
TBPELS F-1386
TBPELS 10110501
www.LJA.com
3600 W Sam Houston Pkwy S, Suite 150 Houston, Texas 77042

Oct 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LJA Rail, LLC strongly supports the proposed merger with Norfolk Southern.

At LJA Rail, we provide engineering design, inspection, and construction to multiple Class I Railroads and private shippers across the nation. Our work is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jason Rea

Jason Rea
President
LJA Rail, LLC

cc:
Member Schultz
Member Hedlund

LOGISTICAL DATA SERVICES

800-870-0642
contact@logisticaldataservices.com
1507 Valley Road, Coatesville, PA 19320, United States

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Logistical Data Services strongly supports the proposed merger with Norfolk Southern.

At Logistical Data Services, we provide Automotive inspections and customized technology platforms, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eric Gettemy
President

LOGISTICAL DATA SERVICES

800-870-0642
contact@logisticaldataservices.com
1507 Valley Road, Coatesville, PA 19320, United States

Logistical Data Services
Eric@LogisticalDataServices.com
904-631-0679

cc: Member Schultz
Member Hedlund

LONE STAR RAILROAD CONTRACTORS, INC.

a GCF Group Company

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Lone Star Railroad Contractors, Inc. strongly supports the proposed merger with Norfolk Southern.

At Lone Star Railroad Contractors, Inc., we provide railroad track maintenance services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Josh Newman
CEO
Lone Star Railroad Contractors, Inc.
P.O. Box 1150
Ennis, Texas 75120
Phone: (972)878-9500
Email: josh@lonestarrr.net

cc: Member Schultz
Member Hedlund

LONE WOLF TRUCKING
EL PASO, TEXAS

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Lone Wolf Trucking, Inc. strongly supports the proposed merger with Norfolk Southern.
At Lone Wolf Trucking, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Mark A. Sandy
President
Lone Wolf Trucking, Inc.
msandy@lwtrucking.net
Office (915) 775-2695
Fax (915) 775-9811

cc: Member Schultz
Member Hedlund

Long Road Transportation LLC
8467 S 208TH ST
Kent, WA 98031

September 29, 2025

Surface Transportation Board
395 E Street, SW
Washington, DC 20423

Re: Support for the Union Pacific Railroad and Norfolk Southern Merger

To Whom It May Concern,

On behalf of Long Road Transportation LLC, I am writing to express our strong support for the proposed merger between Union Pacific Railroad (UPRR) and Norfolk Southern (NS).

As a bonded and asset-based carrier specializing in drayage, warehousing, hazmat, overweight, and oversized shipments in the Seattle–Tacoma market, we rely heavily on efficient, reliable, and well-integrated rail services to support our customers. Our operations connect directly with port activity, and our success depends on a seamless supply chain where rail and trucking complement one another.

From our experience, this merger will bring several key benefits to the freight network and to shippers we collectively serve:

- **Improved Network Efficiency:** A combined UPRR–NS network will create a stronger, more reliable rail system that reduces congestion and helps freight move more quickly through critical gateways.

- **Greater Service Reliability:** Our customers demand predictability. We see this merger as an opportunity to enhance rail consistency, reduce bottlenecks, and strengthen intermodal options that directly support local drayage operations like ours.

- **Enhanced Market Reach:** By streamlining connections between western and eastern markets, the merger will improve access for shippers and carriers alike, enabling us to provide better service to our customers across multiple regions.

Long Road Transportation is proud to partner with Loup, and we believe this merger will enhance collaboration opportunities across the supply chain. We encourage the Surface Transportation Board to approve this merger in recognition of the positive impact it will have on service quality, supply chain efficiency, and industry growth.

Thank you for the opportunity to provide our perspective, and for your consideration of this important application.

Sincerely, ***09/29/2025***

Ryan More O'Ferrall
Sales Executive
Long Road Transportation LLC

10/01/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LORAS TRUCKING strongly supports the proposed merger with Norfolk Southern.

At *LORAS TRUCKING*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Jerry Loaiza
Corporate Management
Loras Trucking
jerry@loras-trucking.com

cc: Member Schultz
Member Hedlund

Los Ruelas Trucking Inc.

10/09/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Los Ruelas Trucking Inc. strongly supports the proposed merger with Norfolk Southern.

At Los Ruelas Trucking Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

MAURO Ruelas

Los Ruelas Trucking Inc.

Mauro Ruelas

CEO
Los Ruelas Trucking Inc.
(626)736-7681

cc: Member Schultz
Member Hedlund

L.R.L. Construction Co., Inc.
Specializing in Railroad Construction Including Tunnels, Bridges, Jack & Bore, Drilling, Shotcrete, and Soil Stabilization
Licensed in Over 25 States – Nationwide Capabilities
7165 Fairview Road, P.O. Box 432 (Mailing), Tillamook, OR 97141
Phone: (503) 842-5520 Email: info@lrlconstruction.com
Website: www.lrlconstruction.com

October 25, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LRL Construction Co. strongly supports the proposed merger with Norfolk Southern.
At LRL Construction Co., we provide emergency services, tunnel repairs, soil stabilization projects, etc. which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dan Laviolette

Dan Laviolette

Dan.Laviolette@LRLConstruction.com
Direct Phone 503-702-5159

cc: Member Schultz
Member Hedlund

LSW LAND SERVICES
SURVEY • SUBSURFACE UTILITY ENGINEERING

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, LSW Land Services, LLC strongly supports the proposed merger with Norfolk Southern.

At LSW Land Services, LLC, we provide Subsurface Utility Engineering (SUE) and comprehensive survey services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,





Travis Looney

Vice President

LSW Land Services, LLC

tlooney@lswland.com

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

[10/09/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Macrox Transport LLC* strongly supports the proposed merger with Norfolk Southern.

At *Macrox Transport LLC*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Supply Chain Stability:** A stronger, unified rail system will create a more predictable and resilient supply chain, benefiting industries across the nation and ensuring freight keeps moving even during market disruptions.
- **Innovation and Modernization:** This merger has the potential to accelerate the adoption of smart logistics technologies, digital tracking systems, and greener fuel alternatives. As a company that values efficiency and sustainability, Macrox Transport LLC is eager to align with Union Pacific and Norfolk Southern's shared vision for innovation—one that leverages automation, data integration, and cleaner energy solutions to drive the next generation of freight transport.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Catheryn Barrientos
Owner
Macrox Transport LLC
(562) 412-7202



cc: Member Schultz
Member Hedlund

MAGGIO TRUCK CENTER, INC.
4752 BAXTER ROAD • ROCKFORD, IL 61109
Phone: (815) 874-3334 • Fax: (815) 874-3822

October 14, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud railroad recovery supplier to Union Pacific, Maggio Truck Center strongly supports the proposed merger with Norfolk Southern.

We provide derailment services, load shifts, yard maintenance, and wheel changes, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Marty Maggio

cc: Member Schultz
Member Hedlund

MAGNOLIA
MANAGEMENT

10/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Magnolia Management & Consulting, LLC strongly supports the proposed merger with Union Pacific.

At Magnolia Management, we are honored to provide hospitality services at two Norfolk Southern facilities- Brosnan Forest and Palatka Fish Camp. These facilities regularly host business leaders from various industries, serving as a hub for collaboration, innovation, and relationship-building. Through our partnership, we have witnessed firsthand the positive impact that Norfolk Southern's commitment to excellence has on its suppliers and partners.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- Expanded Networking Opportunities

We believe the proposed merger will create new opportunities for Norfolk Southern to bring industry leaders together to discuss relevant topics at their meeting facilities. These gatherings foster the establishment of new relationships and strengthen existing ones, benefiting not only the host but also its suppliers and partners.

- Potential for Growth and Employment

An increase in meetings and events because of the merger would allow Magnolia Management to hire additional staff to support the expanded activities. This growth

would contribute to job creation and economic development within our local communities.

We understand that regulatory review is an essential part of this process. We respectfully encourage the relevant authorities to consider the positive impact this merger will have on suppliers like us, as well as the broader economy. The partnership between Norfolk Southern and Union Pacific has the potential to drive growth, innovation, and increased collaboration across the transportation and hospitality sectors.

Thank you for your consideration of our perspective. Magnolia Management & Consulting LLC looks forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Jason Pachter
Owner
Magnolia Management & Consulting, LLC
Magnoliamgmtconsllc@gmail.com
912-755-2628

cc:

Member Schultz
Member Hedlund

MAINLINE EQUIPMENT

1717 South Main Street
Manteca CA 95337
209.602.9788

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Mainline Equipment strongly supports the proposed merger with Norfolk Southern.

At Mainline Equipment, we provide expertise in crossing and frog replacement, heavy equipment crews, and weed abatement along with many other engineering and mechanical rail solutions..Mainline Equipment provides 24 hour on-call services for rail maintenance repair and derailment clean-up. These services are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits fo rUnion Pacific's supplies and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kirk Goudy

Owner
Mainline Equipment

Mainline Services, LLC

10502 N Ambassador Dr.
Kansas City, MO 64153

Phone: 816.839.6337

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Supplier Support for the Union Pacific – Norfolk Southern Merger

Dear Chairman Fuchs,

As President and CEO of Mainline Services, LLC, I want to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Mainline was founded in 2017 with two employees and today employs more than 200 people across seven U.S. locations and two divisions in Mexico. We specialize in track construction and maintenance, derailment and emergency response, engineering, and mechanical services. Our growth has been driven by partnerships with Class I railroads like Union Pacific, and we have seen firsthand how a strong, reliable network creates opportunities not just for railroads, but for the entire supply chain of contractors, suppliers, and communities we serve.

The proposed merger matters to us because it is not just about scale — it's about creating a more resilient and competitive freight rail system that supports American industry. A unified network will mean:

- **Stronger Reliability:** Direct routes and operational flexibility that reduce costly delays for our railroad partners and customers.

- **Faster Transit:** Shorter cycle times that improve supply chains for shippers and allow suppliers like us to reinvest in people, safety, and innovation.

- **Expanded Opportunity:** Access to a broader geographic footprint, which translates into more projects, more hiring, and stronger economic impact in the communities where we live and work.

- **Shared Investment in Safety and Technology:** With greater capacity to invest in infrastructure and innovation, Union Pacific and Norfolk Southern will continue setting industry standards. Those investments ripple down to suppliers like Mainline, raising the bar for equipment, training, and workforce development.

We recognize the importance of your regulatory review and encourage the Board to weigh the full benefits this merger brings to not only shippers and railroads but also the small and mid-sized businesses that support them.

This merger is an opportunity to strengthen America's freight backbone for decades to come. Mainline Services is proud to stand behind it.

Sincerely,



Jared Hill
President & CEO
Mainline Services, LLC
jared@mainlinerr.com | 816-365-1725

cc: Member Schultz
Member Hedlund

10-14-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Mansfield Oil Company strongly supports the proposed merger with Union Pacific.

At Mansfield Oil Company, we provide reliable fuel supply, logistics, DEF, additives, and strategic solutions, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ryan Wolfe
Sr. Sales Development
Mansfield Oil Company
RWolfe@mansfieldoil.com

cc:

Member Schultz
Member Hedlund

Margarita Transportation, Inc.
September 24th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Margarita Transportation, Inc., I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Margarita Transportation, Inc. has proudly partnered with Union Pacific through LOUP since March 2020. In the five and a half years since, LOUP at Union Pacific has remained not only our first-ever customer, but also our most important one. They entrusted us early on with critical work in equipment repositioning and drayage, and that opportunity has enabled us to grow steadily into the reliable carrier we are today.

We are a family-owned, minority-owned, and woman-owned business. Our company operates 24 hours a day, seven days a week—including holidays—so that we can meet the needs of our customers without interruption. We have built our business on reliability, flexibility, and a commitment to outperforming our competitors. Thanks to LOUP and Union Pacific, we have been able to expand our team and provide employment to numerous drivers in our community.

From our perspective as a carrier, this merger represents an important step forward for the freight rail industry. We believe it will:
- Improve transit times by creating more direct and efficient routes.
- Generate more volume of work, supporting continued growth for carriers like ours.
- Expand reach and coordination, allowing us to serve customers more effectively across a broader network.

- Enhance reliability, ensuring that businesses like ours can keep supporting our communities and customers without disruption.

The strength of our company and the strength of Union Pacific are deeply connected. We believe this merger will only make that connection stronger, driving growth, efficiency, and opportunity for all involved.

Thank you for considering our perspective. We are grateful for the continued partnership we have with LOUP at Union Pacific, and we look forward to the benefits this merger will bring to our industry, our employees, and our customers.

Sincerely,

Margarita Hernandez

Margarita Hernandez
Chief Executive Officer
Margarita Transportation, Inc.
(323)405-2158

cc: Member Schultz
Member Hedlund

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Marine Interface strongly supports the proposed merger with Norfolk Southern.

At Marine Interface we provide underwater engineering and maintenance services , which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Carl Engebreth, P.E.

Marine Interface LLC
Managing Member
CarlEngebreth@MarineInterfaceLLC.com

360 259 2028

cc:

Member Schultz
Member Hedlund

MARK IV CAPITAL

949.509.1444
4450 MacArthur Blvd., 2nd Floor
Newport Beach, CA 92660

DATE: September 24, 2024

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime, economic development partner of Union Pacific, Mark IV Capital is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to market our real estate for industrial development.

We believe that the proposed merger will enhance competition and yield significant benefits for economic development partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Rick Nelson
Senior VP Northern Nevada
Mark IV Capital
rnelson@markiv.com – (775) 737-0532

cc: Member Schultz
Member Hedlund

MarKeddie's Transport, LLC
6801 Engle Road
Suite A
Middleburg Heights, OH 44130

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, MarKeddie's Transport strongly supports the proposed merger with Norfolk Southern.

At MarKeddie's Transport, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We see how this merger could help improve freight movement by:

- Cutting down on delays from interchanges,
- Offering new routes for shippers, and
- Making rail service more efficient overall.

That said, what matters most to us is that service stays reliable, pricing stays fair, and smaller carriers like ours continue to have access to the network. If this merger goes through, we ask that you keep communication open, set clear service standards, and make sure local trucking partners aren't left behind.

With those assurances, we support the merger and believe it could benefit the industry. We look forward to working with you as the process moves ahead.

Sincerely,

Mark Maouri
CEO
MarKeddies Transport
mmz@zintermodal.com

cc: Member Schultz
Member Hedlund

2330 NE Independence Ave,
Lee's Summit, MO 64064
(816) 355-0788

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Martinus Rail, LLC strongly supports the proposed merger with Norfolk Southern.

At Martinus Rail, LLC, we provide [construction services including civil, rail, bridge, facility, and roadway worker protection, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Steven J. Wiese
Estimating Manager
402-690-7182

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the

announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS

THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director

Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Massaro & Son

10/29/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Massaro & Son strongly supports the proposed merger with Norfolk Southern.

At Massaro & Son, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Massaro & Son



Anthony Massaro
Terminal Manager
Massaro & Son
717-234-6901

MSH@landtrans.net

cc: Member Schultz
Member Hedlund

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Maverick Fuels, LLC* strongly supports the proposed merger with Norfolk Southern.

At Maverick Fuels, we provide direct-to locomotive fueling, which is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Michelle Schuler
Managing Member
Maverick Fuels, LLC
michelle@mavfuel.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

McALISTER
SINCE 1933

25 September 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, McAlister Oil LLC., strongly supports the proposed merger with Norfolk Southern.
At McAlister Oil LLC, we provide we provide Direct to Locomotive fueling, Direct to Storage bulk ULSD transportation, retail fuel delivery to locomotives and track equipment, and rail yard operations support on a national level which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

P 620.326.2491 F 620.326.7588 | 312 N. Washington Ave. | Wellington, KS 67152 | MCALISTERTRANSPORTATION.COM

MCALISTER
SINCE 1933

Cory Hogan

Cory Hogan
Vice President
McAlister Oil LLC.
P: (620) 391-1372
E: cory.hogan@mcalisteroil.com

cc:

Member Schultz
Member Hedlund

Mellott Wood Preserving Co., Inc.
PO Box 209 * 1398 Sawmill Rd
Needmore, PA 17238
717-573-2519 (Phone)
717-573-4534 (Fax)

CROSSTIES
SWITCH TIES
BRIDGE TIMBERS

October 7. 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Mellott Wood Preserving Inc strongly supports the proposed merger with Union Pacific.

At Mellott Wood Preserving Inc, we provide Treated Cross Ties, Bridge Timbers and Switch Ties, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Douglas D. Mellott
President
Mellott Wood Preserving, Inc
dougmellott@mellottwood.com

cc:
Member Schultz
Member Hedlund

Mex-Cal Truckline Transportes

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Mexcal Truckline strongly supports the proposed merger with Norfolk Southern.
At Mexcal Truckline, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

7921 Airway Road, San Diego, CA 92154
Tel. (619) 661 1234 Fax: (619) 661 1987

Joseph Vega
COO
Mexcal Truckline
619-661-1234 X 105
Joe.vega@mexcaltruckline.com
7921 Airway Rd
San Diego CA 92154

cc: Member Schultz
Member Hedlund

MH Equipment
People, Passion, Purpose...

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, MH Equipment strongly supports the proposed merger with Union Pacific.

At MH Equipment, we provide new, used, and rental material handing equipment, along with parts and service support for multiple brands, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,



Michael Ponder
Rail King Regional Manager
MH Equipment
513-681-2200

cc:
Member Schultz
Member Hedlund

Innovation in Motion

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific and Norfolk Southern, Miba Bearings US supports the proposed merger of these two historic Railroads. At Miba Bearings US, we provide hydrodynamic engine bearings and tribological solutions for electromotive diesel engines which provide the necessary power to the locomotive fleets of the United States.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners. We anticipate that the consolidation of these railroads will ensure a lasting supply chain for our products and services via reliable market presence for years to come. The enhanced rail system will also provide more streamlined offerings for delivery of our bearings from coast-to-coast. There is also an opportunity for us to increase our supplier attentiveness through combined offerings to the joint company and ease of engagement with our customer service team.

Understanding the importance of this regulatory process, we encourage the appropriate authorities to take into account the benefits this merger offers to suppliers and the broader economic landscape. We are grateful for your time and consideration and are optimistic about the opportunities for growth, innovation, and partnership that this combined enterprise will create.

Sincerely,

Daniel Jones
Site Manager
Miba Bearings US, LLC
daniel.jones@miba.com

cc:
Member Schultz
Member Hedlund

Miba Bearings US, LLC
5037 North State Route 60
McConnelsville, OH 43756 U.S.A.
P. +1(740)962-4242 - F. +1(740)962-8203
www.miba.com

MICKELSEN CONSTRUCTION, INC.
76 NORTH 550 WEST
BLACKFOOT, ID 83221
PHONE: 208-684-3803
FAX: 208-684-5058
IDAHO CONTRACTORS LICENSE RCE 4761
PUBLIC WORKS LICENSE 14262-U-1-2

28 Oct 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Mickelsen Construction, Inc. strongly supports the proposed merger with Norfolk Southern.

At Mickelsen Construction, Inc., we provide aggregates, asphalt, paving, excavation, transloading, re-railing derailed cars, and snow removal, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

MICKELSEN CONSTRUCTION, INC.
76 NORTH 550 WEST
BLACKFOOT, ID 83221
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Sincerely,

Robbie R Austin

Robbie Austin
Vice President
Mickelsen Construction, Inc.
raustin@mickelsenconstruction.com
mikoestimator@gmail.com
208-339-3805

cc:
Member Schultz
Member Hedlund

MICKELSEN CONSTRUCTION, INC.
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No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

MIDWEST
SIGNAL DESIGN

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Midwest Signal Design strongly supports the proposed merger with Norfolk Southern.

At Midwest Signal Design, we provide design services for the UPRR Signal Department, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

MIDWEST
SIGNAL DESIGN

Sincerely,



Bill Blevins
Co-CEO
Midwest Signal Design
402.706.0853
bill.blevins@midwestsignal.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at



https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

10/3/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Mi-Jack Products, Inc strongly supports the proposed merger with Norfolk Southern.

At Mi-Jack Products, Inc, we provide customizable cranes, which are essential to the safe and smooth operation of freight rail service across the country.

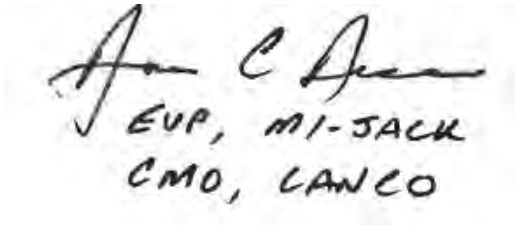
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Aaron Newton
Chief Marketing Officer, EVP Mi-Jack Sales
Mi-Jack Products, Inc
anewton@mi-jack.com

708-598-4906

cc:

Member Schultz
Member Hedlund

MI-JACK® PRODUCTS

Bob Seeman

3111 W 167th Street

Hazel crest Illinois 60429

October 13 2025

Surface Transportation Board
395 E Street SW
Washington, DC 20423-0001

Docket No. FD 36873 – Support for the Proposed Union Pacific and Norfolk Southern Merger

Dear Members of the Surface Transportation Board,

I am writing to express my strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern Railway, as outlined in Docket No. FD 36873.

As a contractor based in Hazel Crest, Illinois, I understand firsthand the importance of a reliable, efficient, and expansive freight rail network. The creation of a unified transcontinental railroad spanning over 50,000 route miles and connecting 100 ports across 43 states represents a transformative opportunity for the U.S. transportation infrastructure.

This merger promises to:

- **Streamline coast-to-coast freight movement**, reducing delays at congested interchanges and improving delivery times.
- **Enhance domestic manufacturing and job creation**, particularly in regions that rely on rail for industrial supply chains.
- **Strengthen competition against foreign-controlled logistics networks**, such as those influenced by China's Belt and Road initiative.
- **Improve safety and labor standards**, especially with recent agreements reached between Union Pacific and major rail unions like SMART-TD.

I believe this merger is not merely a business transaction but a strategic investment in America's economic future. It will help modernize our rail system, reduce costs for consumers, and support the growth of industries that depend on efficient freight transportation.

I respectfully urge the Board to approve this merger and allow Union Pacific and Norfolk Southern to move forward with their vision of creating America's first truly transcontinental railroad.

Thank you for your consideration.

Sincerely,
Robert Seeman
Robert Seeman
Manager Mi-Jack Products , Hazel Crest, IL

MILANO
RAILWAY LOGISTICS

Tel: 618-242-4004
Fax: 618-242-0949
www.milanorail.com

PO Box 1357
510 South Seventh Street
Mt. Vernon, IL 62864

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific and the Norfolk Southern railroads, Milano Railway Logistics is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our customers and ensure the safe, timely delivery of our products across the country. At Milano Railway Logistics, we transport wood, roofing shingles, and agricultural goods to markets internationally. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Milano Railway Logistics has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mary Burgan
President
Milano Railway Logistics
mary@milanorail.com

cc: Member Schultz
Member Hedlund

MINER ENTERPRISES INC.

W. H. MINER DIVISION
1200 EAST STATE STREET
GENEVA, ILLINOIS 60134
PHONE: 630-232-3000
FAX: 630-232-3123
WWW.MINERENT.COM

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Miner Enterprises, Inc. strongly supports the proposed merger with Norfolk Southern.

At Miner Enterprises, Inc., we provide railcar components which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



John P. Swezey
President & General Manager
630-232-3040
jswezey@minerent.com

cc:

Member Schultz
Member Hedlund

M.J. O'MALLEY
CORPORATION
MARTIN O'MALLEY
16200 S. 107th AVE ▪ ORLAND PARK, IL 60467
708.334.7163 ▪ email MJOMALLEYCORP@YAHOO.COM
GENERAL CONTRACTORS

October 13th 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, **MJ O'Malley Corporation** strongly supports the proposed merger with Union Pacific

At **MJ O'Malley Corporation**, we provide a number of miscellaneous on-going projects which include but are not limited to; asphalt patching, storm sewer repairs, stone and asphalt grading within the Rail Road yards in various High Traffic locations including the Employee Parking Lot areas. We also excavate where needed, deliver materials such as stone as well as haul off waste materials to the dumps which are essential to the safe and smooth operation of freight rail service across the country. In the winter months, we provide Snow Removal Services to ensure a continued smooth and safe Rail Road operation during wet and slippery conditions.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's contractors and partners to allow continued business growth while ensuring safe, efficient and cost-effective solutions to meet the fast-paced on-going supply demand needs.

MJ O'Malley Corporation believes that our daily on-going efforts are a critical piece to ensuring a smooth Transit Operation to both the Trains as well as the Carriers entering and exiting the Yards.

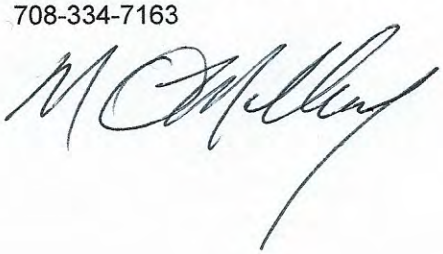
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. **MJ O'Malley Corporation** looks forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Martin J. O'Malley
Owner
MJ O'Malley Corporation

708-334-7163



Edward Tung
President
MK ENVIRONMENTAL INC.
765 SPRINGER DR
LOMBARD, IL 60148

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Docket No. FD 36873 – Support for the Union Pacific / Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, MK ENVIRONMENTAL INC. strongly supports the proposed merger with Norfolk Southern.

Our products are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's and Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Both railroads foster an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost—effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Edward Tung
8477783213

cc: Member Schultz
Member Hedlund

MONROY
Intermodal Inc.

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Monroy Intermodal Inc strongly supports the proposed merger with Norfolk Southern.

At Monroy Intermodal Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Lorena Rodriguez
Operation Manager
Monroy Intermodal INC
951-733-2672

cc: Member Schultz
Member Hedlund

msi
Hospitality Solutions

10-6-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Motel Sleepers, Inc. strongly supports the proposed merger with Union Pacific.
At Motel Sleepers, Inc., we provide Train & Engine crew lodging as well as fuel and supply delivery for Maintenance & Way rail gangs, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

John A. Seiter
VP Operations
Motel Sleepers, Inc.
John A. Seiter
501-666-4800

cc:
Member Schultz
Member Hedlund

MOUNTAIN
INTERMODAL

1052 foxtown hill road - p.o. box 250
delaware water gap, pa 18327
phone 570.213.5100 - fax 800.948.7608

September 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Mountain Intermodal, Inc. is a domestic rail carrier operating out of the Northeast with over 30 years of service and 50 employees. Our operations rely heavily on the Norfolk Southern and CSX networks, and we strongly support the proposed merger between Union Pacific and Norfolk Southern.

At Mountain Intermodal, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and CSX terminals. Reliable access to the American freight rail network is the backbone of our business, enabling us to move goods safely, sustainably, and efficiently while supporting jobs and economic growth.

We believe the merger will deliver significant benefits to Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while delivering safe, efficient, and cost-effective solutions. We anticipate our own growth as supply demands expand following the merger.
- **Improved Reliability:** A unified network will create more direct routes and greater operational flexibility, reducing service interruptions that disrupt supply chains.
- **Faster Transit Times:** Eliminating interchanges will remove several days from transit schedules, allowing us to serve more customers more quickly and remain competitive against highway trucking.
- **Stronger Investment:** A transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further enhancing service quality, visibility, capacity, and safety.
- **Expanded Reach:** Broader network access will enable us to better serve existing customers and pursue new opportunities.

We recognize the importance of regulatory review and encourage the authorities to carefully consider the positive impact this merger will have not only on suppliers like us, but also on the national economy.

Thank you for your consideration. We look forward to the growth, innovation, and strengthened partnerships that this merger will bring.

Sincerely,

Stephen Eng
Co-CEO/President
Mountain Intermodal, Inc.

cc: Member Schultz
Member Hedlund

MOUNTAIN STATES CONTRACTING

www.mscrr.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Mountain States Contracting, Inc (MSC) strongly supports the proposed merger with Norfolk Southern.
At MSC, we Design, Build and Maintain Industrial Railroad Tracks throughout the Western US, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Vern Van de Loo
President
623.910.0622 – cell
vern@mscrr.com

cc: Member Schultz
Member Hedlund

MSI INTERMODAL INC.

09/25/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *MSI INTERMODAL INC* strongly supports the proposed merger with Norfolk Southern.

At *MSI INTERMODAL INC*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

MSI INTERMODAL INC.

JORGE O LOPEZ
V.P
MSI INTERMODAL INC
323-888-8842

cc: Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a supplier to Union Pacific, National Coatings & Supplies, Inc. supports the proposed merger with Norfolk Southern.

At National Coatings, we provide paint coatings systems, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the sale of our products to Union Pacific.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased sales for our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth that this merger will bring.

Sincerely,

John Leavy

John Leavy
President and CEO

National Coatings & Supplies, Inc.

NATIONAL

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, National Salvage & Service Corporation strongly supports the proposed merger with Norfolk Southern.

At National Salvage & Service Corporation, we provide environmental services in support of Union Pacific's mission to reuse and recycle the approximately 3 million used railroad ties that are replaced each and every year, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

NATIONAL

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Victoria Schopp

President

National Salvage & Service Corporation

Victoria.Schopp@nssccorp.com

cc:

Member Schultz
Member Hedlund

Wednesday, October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, National Signal Technology strongly supports the proposed merger with Norfolk Southern.

At NST, we provide signal design services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Christopher J. Ausefski
President
National Signal Technology, Inc.
cjausefski@natsigtech.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.



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www.ntswinc.com

[10/01/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, [*NATIONAL TRANSPORTATION SERVICES INC*] strongly supports the proposed merger with Norfolk Southern.

At [*NATIONAL TRANSPORTATION SERVICES INC.*], we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

OTR | INTERMODAL | DRAYAGE | WAREHOUSE

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We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

[Han Cho]
[Vice President / Operations]
[National Transportation Services Inc.]
[han@ntswinc.com]

cc: Member Schultz
Member Hedlund

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, NEI Global Relocation Company ("NEI") strongly supports the proposed merger with Norfolk Southern.

At NEI, we provide relocation management services to Union Pacific's relocating employees and their families. By providing these services, we help ensure a smooth transition for relocating transferees, providing them with peace of mind and a quicker, less stressful start in their new location, and ensuring the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger. Annually, NEI supports Union Pacific with the relocation of several hundred employees for business needs, talent development, and recruitment efforts. With a merger, we understand that talent will likely need to be redeployed and will increase these numbers. NEI has the knowledge, systems, and staffing available to support these moves to ensure a smooth transition for employees across various locations for their integration into the new combined entity. We believe this growth will further support growth and expansion across the third party suppliers that we coordinate with that also support these moves.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to

more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Michelle M. Moore

Michelle M. Moore
President/CEO
2707 N 118th St, Omaha, NE 68164
mmoore@neirelo.com
Phone: 1-800-533-7353

cc:
Member Schultz
Member Hedlund

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October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Neo4j strongly supports the proposed merger with Norfolk Southern.

At Neo4j, we provide solutions for Union Pacific to map infrastructure connections and dependencies to business transactions. which are essential to the safe and smooth operation of freight rail service across the country. We support UPRR's vision of a transcontinental railroad and the positive impacts that it promises for American industrial strength. We have worked with Union Pacific for years and admire their approach to technology innovation to deliver critical cargo across America on time and on budget. We look forward the positive results that will emerge from bringing together these two storied American railroad operators.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

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DocuSigned by:
Philip Rathle
A5BD68B773CD443...

Philip Rathle

CTO
Neo4j

cc: Member Schultz
Member Hedlund

NEON
TRANSPORT INC

9-30-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Neon Transport Inc* strongly supports the proposed merger with Norfolk Southern.

At *Neon Transport Inc*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Alejandro Melendez

Alejandro Melendez

Owner
Neon Transport Inc
213-309-0275 / 626-343-5873 / 323-440-7004 / alejandro.melendez@neontransportinc.com

cc: Member Schultz
Member Hedlund

NEON
TRANSPORT INC

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Nevell Group strongly supports the proposed merger with Norfolk Southern.

At Nevell Group, we provide metal studs and drywall, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Christopher K. Taylor
President
Nevell Group, Inc.
ctaylor@nevellgroup.com

cc: Member Schultz
Member Hedlund

New Joules Engineering North America, Inc.

KANSAS CITY
4401 Clary Blvd.
Kansas City, MO, 64130
Phone (816) 921-7441
Fax (816) 921-7443
www.newjouleseng.com
Email: newjoules@aol.com

22 October 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, New Joules Engineering North America, Inc. strongly supports the proposed merger with Norfolk Southern.

At New Joules Engineering North America, Inc., we provide Joule Speed Control Piston Retarders as part of signal and communications operations, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to

more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Hans Thyssen
General Manager
New Joules Engineering North America, Inc.
Tel. 816-921-7441, newjoules@aol.com

cc:

Member Schultz
Member Hedlund

NEW SUNSHINE TRANSPORTATION
[09/30/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, [New Sunshine Transportation] strongly supports the proposed merger with Norfolk Southern.

At [*New Sunshine Transportation*, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

NEW SUNSHINE TRANSPORTATION

Sincerely,

[Lisa Zielke]
[Operational Manager]
[New Sunshine Trans.
[Lisa Zielke,

cc: Member Schultz
Member Hedlund

NEW YORK AIR BRAKE

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, New York Air Brake, LLC strongly supports the proposed merger with Norfolk Southern.

At New York Air Brake, we develop advanced train control products and systems—delivering safety-critical rail solutions. Our commitment to technology and innovation is driven by a unified purpose: to provide unmatched reliability, maximize our customers' return on investment, and enhance their profitability. New York Air Brake is part of Knorr-Bremse A.G. ("Knorr-Bremse"), a global leader in braking systems, doors, HVAC, signaling, and other critical sub-systems for freight and passenger rail vehicles. With operations in over 30 countries, New York Air Brake is recognized as the center of competence for Knorr Bremse freight vehicle systems, worldwide. New York Air Brake is proud to provide vital systems, all of which play an important role in supporting the safety and efficiency of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Address: 748 Starbuck Avenue, Watertown, New York 13601
Phone: +1 315-786-5200

NEW YORK AIR BRAKE

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Ulisses Camilo
President & CEO
New York Air Brake, LLC
ulisses.camilo@knorr-bremse.com

315.786.5406

cc:
Member Schultz
Member Hedlund

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NEW YORK AIR BRAKE

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, New York Air Brake, strongly supports the proposed merger with Union Pacific.

New York Air Brake provides OE locomotive parts, braking systems, railcar components, on-board energy management, rail services; including repairs and spares, as well as on-site field service support, and engineering services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

748 Starbuck Avenue, Watertown, New York 13601 Phone +1 315 786-5200

Docusign Envelope ID: 518E711D-3038-4532-9539-21BDB344B0F5

NEW YORK AIR BRAKE

Sincerely,

DocuSigned by:
Ulisses Camilo
FAE9E86759E34E7...

Ulisses Camilo
President and CEO
New York Air Brake
Email: ulisses.camilo@nyab.com
Phone: 315-786-5406

cc: Member Schultz
Member Hedlund

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Patrick J. Fuchs - Chairman
Surface Transportation Board
395 E ST SW
WASHINGTON DC 20423-0011

October 29, 2025

A Positive Step Forward: Union Pacific–Norfolk Southern Merger

Dear Chairman Fuchs:

Since 1999, my company has produced employee publications for Union Pacific. We've seen the railroad's strong commitment to keeping its people informed and connected.

Union Pacific values long service, family involvement and the ties that span generations. Its focus on engagement promotes safety, teamwork and a well-informed workforce.

The UP–Norfolk Southern merger should strengthen the industry and benefit its customers and employees through:

Stability & Security: A stronger, more balanced company with long-term job protection.
Career Growth: More opportunities, training and paths for advancement.
Shared Best Practices: Combining safety, maintenance and technology strengths.
Better Resources: Improved benefits, equipment and development programs.
Stronger Voice: Greater influence on policies and workplace improvements.
Renewed Purpose: Pride in being part of something larger and more capable.

There's much more that could be said about the benefits of this merger, but I think the point is clear.

Thank you.

Peter J. Ringsmuth – president
402-421-6619

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, NexGen Transportation, Inc. strongly supports the proposed merger with Norfolk Southern.

At NexGen Transportation Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

7921 Airway Road,
San Diego, CA 92154
www.nexgentran.com

Sincerely,

Jorge Sanchez
President
NexGen Transportation, Inc.
jsanchez@nexgentran.com

619-209-7898 x 403

cc: Member Schultz
Member Hedlund

NOBLE EXCAVATING Inc
Libby, Montana

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Noble Excavating, Inc strongly supports the proposed merger with Norfolk Southern.

At Noble Excavating, Inc we provide construction services, such as culvert installation and replacement, new siding construction, emergency services, etc., which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

NOBLE
EXCAVATING Inc
Libby, Montana

Sincerely,

Chris Noble
President
Noble Excavating, Inc
CNoble@NobleExcavating.com
cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

NOBLE EXCAVATING Inc
Libby, Montana

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

NORTH AMERICAN TIE & TIMBER LLC

6 NE 63rd ST, Suite 350
Oklahoma City, OK 73105
Phone (405) 463-6700
Fax (866) 710-9223

September 17, 2025
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, North American Tie & Timber LLC strongly supports the proposed merger with Norfolk Southern.

At North American Tie & Timber LLC, we provide crossties, switchties, and timbers, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific operates in an environment where suppliers can thrive. We work closely with Union Pacific to create a high-quality product, which is vital for railroad safety across the country. We anticipate growth for our business with the increased demand from the proposed merger.
- Expanded Reach: We have a variety of vendors on the Norfolk Southern railway. The combined network will streamline our transportation of raw materials and allow us to increase our purchases from large and small family-owned sawmills in the eastern part of the United States.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, which will improve the efficiency of our inventory movement and reduce costs.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times. Our inventory is perishable, so the improved transit times will reduce inventory losses.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure. Increased infrastructure investment from the railroad translates to expansion for our own business.

We understand that regulatory review is an important part of this process, and we encourage you to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for considering our point of view on this proposed merger. As a small business, we look forward to continued growth and efficiencies that this merger will bring.

Sincerely,

Will Cumberland

Will Cumberland
President
North American Tie & Timber LLC
WCumberland@TieAndTimber.com
662-574-9286

cc: Member Schultz
Member Hedlund

NORTH PALISADE
PARTNERS

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime economic development partner of Union Pacific, North Palisade Partners is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We rely on Union Pacific to provide efficient, reliable, and cost-effective rail service to market our real estate for industrial development.

We believe that the proposed merger will enhance competition and yield significant benefits for economic development partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

1330 Factory Place, Suite 105, Los Angeles, CA 90013
(213) 495-2945 • www.northpalisade.com

Sincerely,



Stuart Hutchison
VP Asset Management
North Palisade Partners
stuart.hutchison@northpalisade,com

cc: Member Schultz
Member Hedlund

A TRM Equity Company

1100 Shawnee St.
Mt. Vernon, IL 62864

The Honorable Patrick J. Fuchs
Chairman; Surface Transportation Board
395 E Street SW
Washington, DC 20423

11/7/2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, NRE, a TRM Equity Company strongly supports the proposed merger with Norfolk Southern.

At NRE, we provide Locomotive repairs and upgrades, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kraig Roberts

Kraig Roberts

Chief Commercial Officer

NRE, A TRM Equity Company

K.Roberts@nre.com

CC: Member Schultz
Member Hedlund

NSH USA CORPORATION
MEMBER OF THE NSH GROUP

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

NSH USA Corporation is a long-term strategic supplier to Union Pacific, and we write to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

NSH USA is a privately held, family-owned American company that designs and manufactures CNC machine tools, measuring machines, and industrial automation systems critical to the maintenance and production of locomotive, freight car, and passenger transit wheel sets. We are proud to be the only American-owned and American-made supplier within our segment of the rail industry.

Our machines "touch" nearly every freight locomotive operating in North America. The equipment and support services we provide are essential to ensuring the safe, reliable, and efficient operation of rail transportation across the continent.

We believe the proposed merger will yield significant benefits for suppliers and partners who share Union Pacific's commitment to safety, innovation, and long-term value creation. In our experience, Union Pacific consistently makes strategic decisions that strengthen operational performance and workforce safety. A current example is the company's investment in a state-of-the-art wheel shop in North Little Rock, Arkansas—an advanced facility that will create high-paying, highly skilled jobs while integrating automation to enhance safety and efficiency.

The combination of Union Pacific and Norfolk Southern would expand geographic reach and unlock new opportunities for collaboration and innovation. We believe it would naturally lead to the development of an eastern wheel shop, extending the same benefits that will be realized in Arkansas.

NSH USA Corporation
1700 North Broadway, Albany, NY 12204 USA
6095 15 Mile Road, Sterling Heights, MI 48312 USA
Member of the NSH Group (Niles-Simmons-Hegenscheidt)

www.nsh-usa.com
+1 (518) 462-5431
+1 (586) 274-4900

Norfolk Southern's strong mechanical and technical workforce, combined with Union Pacific's long-term strategic vision, would form a powerful foundation for America's first true transcontinental railroad.

Our Canadian customers—CPKC and CN—have operated transcontinental and transnational rail networks for decades. It is time for the United States to have the same advantage.

We recognize the importance of thorough regulatory review and trust that the Board will carefully consider the broad economic and industrial benefits this merger offers—not only for the railroads involved, but also for their supply chain partners and the nation's transportation infrastructure.

We look forward to continued growth, innovation, and partnership as this important merger moves forward.

Thank you for your consideration.

Sincerely,



David William Davis
President / Chief Operating Officer
NSH USA Corporation
Direct Office Tel: +1 (518) 649-1903
Mobile: +1 (603) 852-6277

NTC Logistics

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, NTC Logistics strongly supports the proposed merger with Norfolk Southern.
At NTC Logistics we provide the transportation of rail parts, components, and material. We specialize in heavy haul, over dimensional, and sourcing of material. We also offer project work, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Phillip Holliday
President
NTC Logistics
308-633-3560
pholliday@ntc-logistics.com

cc:
Member Schultz
Member Hedlund

O.C. Jones & Sons, Inc.

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier/contractor to Union Pacific, O. C. Jons & Sons, Inc. strongly supports the proposed merger with Norfolk Southern.

At O. C. Jones, we provide general construction contracting services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

1520 Fourth Street, Berkeley, California 94710-1774
Phone: (510)526-3424 FAX: Estimating – (510) 526-0990
AN EQUAL OPPORTUNITY EMPLOYER

O.C. Jones & Sons, Inc.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Greg Souder
Secretary, Estimating Manager
O. C. Jones & Sons, Inc.
gsouder@ocjones.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

O.C. Jones & Sons, Inc.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

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Free copies of these documents may be obtained as described above.

OFTEDAL
CONSTRUCTION, INC.
EMPLOYEE OWNED • EMPLOYEE BUILT

10/10/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Oftedal Construction, Inc. strongly supports the proposed merger with Norfolk Southern.
At Oftedal Construction, Inc., we provide construction services, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

MONTANA OFFICE
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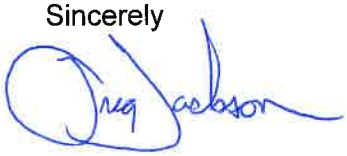
PHONE 1.406.232.5911 | FAX 1.406.232.7419

WYOMING OFFICE
2376 Seven Mile Road | Casper, WY 82604
PHONE 1.307.237.4499 | FAX 1.307.473.2633

OftedalConstruction.com
@OftedalConstruction

OFTEDAL
CONSTRUCTION, INC.
EMPLOYEE OWNED • EMPLOYEE BUILT

Sincerely



Greg Jackson
President
Oftedal Construction, Inc.
Office: 307.232.2308
Mobile: 307.267.1257
Fax: 307.473.2633

www.oftedalconstruction.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 29, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Olsson strongly supports the proposed merger with Norfolk Southern.

At Olsson, we provide full service engineering and design services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** In our opinion, Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** We believe our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** We also believe the transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brad Strittmatter
CEO/President
Olsson
bstrittmatter@olsson.com

cc: Member Schultz
Member Hedlund

No Offer or Solicitation

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PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

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omega
INDUSTRIES INC.

October 14, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Omega Industries strongly supports the proposed merger with Norfolk Southern. At Omega Industries, we provide concrete grade crossings and a variety of Maintenance of Way products, which are essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy. Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Argyro Apostolou, President
Omega Industries, Inc.
argyro@omega-industries.com
360-694-3221

cc: Member Schultz
Member Hedlund

omega
INDUSTRIES INC.

7304 N. E. St. Johns Rd - 7720 N.E. HWY 99, Suite D #241 - VANCOUVER, WA 98665
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No Offer or Solicitation

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CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

omega
INDUSTRIES INC.

7304 N. E. St. Johns Rd - 7720 N.E. HWY 99, Suite D #241 - VANCOUVER, WA 98665
OFFICE (360) 694-3221 - FAX (360) 694-3882
Email: info@omega-industries.com - Web: www.omega-industries.com

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

ORBCOMM

WHERE IoT POWERS ASSET INTELLIGENCE™

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs and Members of the Board:

At ORBCOMM, we provide visibility data across both the intermodal ecosystem — including railroads, asset owners, intermodal marketing companies, beneficial cargo owners, drayage providers — as well as the rest of the supply chain, including over-the-road carriers. Our mission is to deliver trusted service metrics that improve efficiency, accountability, and transparency across the freight network.

We recognize that the proposed Union Pacific–Norfolk Southern merger has the potential to reduce interchange bottlenecks and improve network velocity and reliability through streamlining of operations and advancements in technology and service. These are outcomes that benefit shippers, carriers, and the public. Our contribution is to provide agnostic, verifiable service metrics — including dwell time, container turns, and on-time performance — that complement railroad reporting.

The proposed merger promises to drive meaningful advancement within the rail industry, enhancing operational transparency, system resilience, and service reliability. These improvements align with the Board's mandate for a competitive and efficient freight network that delivers measurable public benefits.

ORBCOMM stands ready to support it and our railroad partners with independent service data that is designed to ensure the public benefits of this proposed merger are both measurable and sustainable.

Respectfully,

Agrawal
Oct 13th 2025

Sameer Agrawal
Chief Executive Officer

22970 Indian Creek Drive, Suite 300
Sterling, VA | 20166 | USA
Tel: +1-703-433-6300
Fax: +1-703-433-6380

Ozark
Motor Lines, Inc.

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Ozark Motor Lines, Inc strongly supports the proposed merger with Norfolk Southern.

At Ozark Motor Lines, Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Ozark
Motor Lines, Inc.

Jerry Pounders
Director of Intermodal Services
Ozark Motor Lines, Inc
901-375-8425 jpounders@ozark.com

cc: Member Schultz
Member Hedlund

P&B INTERMODAL

"Driven to keep you rolling"

10/3/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, P&B Intermodal Services, LLC. strongly supports the proposed merger with Norfolk Southern.

At P&B, we provide crane, lift equipment, spotter tractor], trailer, container, and chassis maintenance and repair services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

John J. Picinic

John J. Picinic
CEO
P&B Intermodal Services, LLC.
E: John.Picinic@pbintermodal.com

cc: Member Schultz
Member Hedlund

PEOPLE ADVANCING SCIENCE®

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Pace Analytical Services, LLC strongly supports the proposed merger with Union Pacific. At Pace®, we provide environmental analytical services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's demands expand as a result of the merger.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Greg Whitman

President

Pace Analytical Services, LLC

Greg.whitman@pacelabs.com

cc:

Member Schultz
Member Hedlund

PACIFIC RAILWAY ENTERPRISES, INC.

SPECIALIZING IN
RAILROAD SYSTEMS
DESIGN & CONSULTING

October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pacific Railway Enterprises, Inc. strongly supports the proposed merger with Norfolk Southern.

At Pacific Railway Enterprises, Inc., we provide railroad signal design for the Union Pacific, which is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

JENNIFER A. SECCOMBE, PE
PRESIDENT/CEO

3560 UNIVERSITY AVENUE, SUITE F
RIVERSIDE, CALIFORNIA 92501

TEL 951 784-4630

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Donovan J. Hirsch
Vice President – Operations / COO
Pacific Railway Enterprises, Inc.
djhirsch@pacrail.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

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Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

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10/16/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pacific States Petroleum, Inc. strongly supports the proposed merger with Norfolk Southern.

At Pacific States Petroleum, we provide diesel fuel, which is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Anthony Davis
Director of Sales
Pacific States Petroleum, Inc.
562-588-6664

Anthony@pacstatespetro.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

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PACIFIC WEST
ENVIRONMENTAL & INFRASTRUCTURE

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

October 23, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pacific West strongly supports the proposed merger with Norfolk Southern.
At Pacific West, we provide construction services related to railroad facilities, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dee Gibson
Vice President, Rail Division
Pacific West, Environmental & Infrastructure
dgibson@pwenviro.com

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

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Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

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Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, PalmMarket.Com, Inc strongly supports the proposed merger with Norfolk Southern.

At PalmMarket.Com, Inc, we provide agriculture products, fruit and palm sales, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Isael Flores
CEO
PalmMarket.Com, Inc.
palmmarket@ymail.com
(909) 904-9909

PANATTONI®

October 31,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a partner of Union Pacific, Panattoni Development Company is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern. We develop warehouse, distribution and manufacturing facilities across North America and our customers rely on Union Pacific to provide efficient and cost-effective rail services that they can rely on for the safe, timely delivery of their products.

We believe that the proposed merger will enhance competition and yield significant benefits for our customers and partners like us, including:

- Improved Service Reliability: The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, allowing rail to be an even more competitive solution vs other transportation alternatives.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely Yours,

Todd D. King
Houston Partner
Panattoni Development Co.
tking@panattoni.com
713.876.6123

PANCHO'S
TRANSPORTATION SERVICES, L.L.C.

1805 Coke Street
P.O. Box 420007
Laredo, Texas 78042

Telephone (956) 722-6446
Fax (956) 726-3810

09-22-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pancho's Transportation Services, LLC, strongly supports the proposed merger with Norfolk Southern.

At Pancho's Transportation Services, LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

PANCHO'S
TRANSPORTATION SERVICES, L.L.C.

1805 Coke Street
P.O. Box 420007
Laredo, Texas 78042

Telephone (956) 722-6446
Fax (956) 726-3810

Sincerely, Frank A. Quesada

Frank Quesada
[Managing Member
Pancho's Transportation Services, LLC
956-744 3514

cc: Member Schultz
Member Hedlund

PANDROL

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pandrol USA strongly supports the proposed merger with Norfolk Southern.

At Pandrol USA, we provide track materials and equipment, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

PANDROL

Sincerely,



Breen Reardon
Executive Vice President
Pandrol USA
+1(412) 997-0769

cc:

Member Schultz
Member Hedlund

PANDROL

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY

AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Park CONSTRUCTION CO. Since 1916

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Park Construction Company strongly supports the proposed merger with Norfolk Southern.

At Park Construction Company, we provide grading and excavation, asphalt paving, heavy industrial, railroad, oil and gas, pump and compressor stations, dam building and flood control, road construction and demolition, underground utilities, water treatment facilities, mission critical facilities, distribution centers, and structural concrete, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jeffrey Carlson
President/CEO
763-786-9800
jcarlson@park1916.com

cc: Member Schultz
Member Hedlund

1481 81st Avenue NE
Minneapolis, MN 55432

Telephone 763.786.9800
Fax 763.786.2952

Park Construction is an EEO/AA Employer

Parks Fuels
Committed to Service Excellence

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Parks Fuels strongly supports the proposed merger with Norfolk Southern.

At Parks Fuels, we deliver fuel and other related products to locomotives, which is critical in ensuring the goods and products which form the bedrock of our economy reach their final destinations safely.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Taylor Parks
Chief Operating Officer
Parks Fuels LTD
303 E. 1st Street
Big Spring, Texas 79720
Phone: 432-263-0033

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pat Baker Company strongly supports the proposed merger with Norfolk Southern.

At Pat Baker Company we provide emergency train derailment response, transloading, load adjustments, railcar recovery, and related heavy-equipment services. Our fleet includes hi-rail trucks, vac trucks, telehandlers, loaders and specialized rail tools which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Chase M. Baker
President
Pat Baker Company
713-818-1269

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Patrick Engineering Inc., a RINA company
Michele Budetta, President and C.E.O.
Michele.Budetta@rina.org

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for the Proposed Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing engineering consultant to Union Pacific Railroad ("Union Pacific"), Patrick Engineering Inc., a RINA company, ("RINA North America") is pleased to express our support for the proposed merger of Union Pacific and Norfolk Southern Railroad ("Norfolk Southern").

For many years, we have provided engineering, design, and technical consulting services to Union Pacific on complex rail infrastructure and systems projects, that enhance safety, efficiency, and operational resilience. That collaboration has given us a deep appreciation for Union Pacific's disciplined, data-driven approach to improvement and its sustained investment in infrastructure that strengthens the national rail network.

From our perspective as a U.S. engineering and infrastructure services firm, the merger offers meaningful opportunities for growth and expanded reach. A combined network will enable more seamless coordination of multi-state infrastructure programs, improve service reliability and planning efficiency, and reduce downstream project costs while allowing partners like RINA North America to align technical resources with the rail industry's evolving needs.

We believe this merger represents an important step toward a modern, well-connected freight rail system. A unified network will improve fluidity, reduce interchange-related delays, and bolster supply chain resilience, benefiting shippers, suppliers, and communities nationwide. The efficiencies achieved will also encourage continued private-sector investment in technology, infrastructure, and workforce development, objectives that align with the Board's focus on evidence-based regulation and the long-term vitality and competitiveness of America's rail infrastructure and economy, which will be further strengthened and accelerated as a result of this proposed merger.

Union Pacific has consistently demonstrated professionalism, integrity, and a collaborative spirit in its partnerships. We are confident these same principles will guide the combined company as it advances economic growth and the safe, sustainable movement of goods across the country.

Thank you for your consideration. We appreciate the Board's commitment to transparency, efficiency, and balanced oversight in its review of this important transaction, and we look forward to contributing to the continued growth, advancement, and innovation of America's rail infrastructure.

Sincerely,

Signed by:
RINA Consulting S.p.A.
Michele Budetta
Administrative Delegate
986BFD8C0F814BF...

Michele Budetta
President and C.E.O.
Patrick Engineering Inc.
Michele.budetta@rina.org

cc: Member Schultz
Member Hedlund

PATRIOT LOGISTICS, INC.

10/07/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Patriot Logistics strongly supports the proposed merger with Norfolk Southern.

At Patriot Logistics, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Robin Richards
VP
Patriot Logistics
richardsr@patriot-logistics.com

cc: Member Schultz
Member Hedlund

CONSTRUCTION

TOGETHER WE BUILD SUCCESS

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to both Union Pacific and Norfolk Southern Corporation, PCL Construction, Inc. ("PCL") supports the proposed merger of these two companies.

At PCL, we are a general contractor who provides bridge maintenance, rehabilitation and new construction services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's needs expand following the merger.
- Improved Service Reliability: We understand the combined network will offer more direct routes and increased operational flexibility for the railroad. This will help reduce service interruptions that can impact the delivery of construction materials across our sectors.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, we understand the combination will remove several days from transit times, which will improve construction material delivery schedules.

PCL Construction, Inc.
1 North Dale Mabry, Suite 300
Tampa, FL 33609
P: 813-425-1447

- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased infrastructure investment from the railroad directly translates to increased investment in our own business through bridge maintenance, rehabilitation and new construction contracts.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on partners like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Yours truly,

Jim Holtje, PE, DBIA
Transportation Area Manager

PCL Construction, Inc.

cc: Craig Mitchell, Union Pacific

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud small business supplier to Union Pacific, Pearsall Railroad Services, LLC looks forward to the opportunity for growth that would be supported by the proposed merger with Norfolk Southern.

Pearsall Railroad Services is a family-owned small business focused on providing excellence in construction management and engineering professional services—services which are vital to the major infrastructure investments made by the railroad annually to ensure safe and reliable operation of freight rail service across the country.

We believe that the proposed merger will be beneficial for Union Pacific's suppliers, partners, and customers. We believe these benefits will be realized through improved service reliability, reduced transit times, access to new markets, and increased investment in infrastructure and technology, ultimately driving improvements in safety and efficiency.

We understand that regulatory review is an important part of this process, and we are grateful the relevant authorities will carefully consider the impact this merger will have on suppliers, shippers, railroad communities, and the broader economy.

Thank you for your thoughtful consideration of this potential merger. We look forward to the continued growth, innovation and partnership in the railroad industry.

Sincerely,

Emma Pearsall

Emma Pearsall
Owner - President
Pearsall Railroad Services, LLC

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

PELICAN FUELING Inc

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, [*Pelican Fueling Inc*] strongly supports the proposed merger with Norfolk Southern.

At [*Pelican Fueling Inc*], we provide Direct to locomotive fueling, Railcar fueling and repair, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,





Danial P. Hatch

President
Pelican Fueling Inc
dan@pelicanfueling.com

509-545-1388

509-727-6868

cc: Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PELICANFUELING
INC

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

PHOENIX INTERMODAL

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Phoenix Intermodal strongly supports the proposed merger with Norfolk Southern.

At Phoenix Intermodal we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

15810 Gale Ave Suite #249 Hacienda Heights, California 91745 P.626 333-8202 F.626 333-8212

PHOENIX INTERMODAL

Sincerely,

Jesse Heredia
President
Phoenix Intermodal
626 333-8202

cc: Member Schultz
Member Hedlund

Phoenix
Management Solutions, LLC

10/2/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Phoenix-Mgt Solutions strongly supports the proposed merger with Norfolk Southern.

At Phoenix-Mgt Solutions, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Bobby Richards



Bobby Richards
Chief Commercial Officer
Phoenix-Mgt Solutions
Bobby@Phoenix-Mgt.com

cc: Member Schultz
Member Hedlund

332 WEST RAILROAD AVENUE * PRICE, UTAH 84501*435-637-3211

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pierce Oil Company, Inc. strongly supports the proposed merger with Norfolk Southern.

At Pierce Oil Company, Inc, we provide diesel fuel for the locomotives, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

332 WEST RAILROAD AVENUE * PRICE, UTAH 84501*435-637-3211

Kris Pierce Mele
President
Pierce Oil Company, Inc.

435-637-3211 ext 110

kris@pierceoil.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

PINAL PARTNERSHIP
Uniting the Vision for Pinal County

9-25-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the recent past Mayor of the City of Casa Grande and now President & CEO of the Pinal Partnership (an Economic Development organization supporting Pinal County) I know how important Union Pacific is to our industry and our community. Pinal Partnership is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our community depends on efficient, reliable, and cost-effective rail service to meet the needs of our local industry like Frito Lay, Abbott, Hexcel, Diamond Plastics and Kohler just to name a few. Union Pacific ensure the safe, timely delivery of supplies and products across the country. Our local industry transports everything from plastic resins for making PVC pipes, honeycomb material used in drones, and shower enclosures. Agricultural products like corn and milk are used in Lays potato chips, Fritos, and dairy products used in baby formula and yogurt. Chemicals products that are used in the making of computer chip manufacturing. These products and supplies are received from all over the nation and shipped back out to country and the rest of the world.

The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that the state of Arizona and our local communities will continue to grow and have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and our local industry, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more local and national industrial customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Craig H. McFarland
President & CEO
Pinal Partnership
M-(520-251-0687
craig@pinalpartnership.com

cc: Member Schultz
Member Hedlund


PINAL
PARTNERSHIP
Uniting the Vision for Pinal County

pinnacle consulting

Oct 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pinnacle Consulting Solutions & Services Inc. (Pinnacle) strongly supports the proposed merger with Norfolk Southern.

At Pinnacle, we provide SAP Implementations, SAP Support, Enterprise AI products and Services, Program Management and Advisory, Cyber Resilience and Disaster Recovery Implementations and SAP Custom Development in RISE PCE, S/4 HANA On-Premises and SAP BTP. Additionally, we provide tech due diligence services for M&A, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

pinnacle consulting

Sincerely,

Srinivas Rao

Founder & CEO

Pinnacle Consulting

404-353-7968

ksrao@pinnacle-consulting.com

www.pinnacle-consulting.com

cc:

Member Schultz
Member Hedlund

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Placid Refining Company strongly supports the proposed merger with Norfolk Southern.

At Placid, we provide Ultra Low Sulphur Diesel Fuel which is essential to the safe and smooth operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory reviews are an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Daniel McCarty
Director
Placid Refining Company, LLC
Office – 225-346-7443

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish with or with the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

832 Cheyenne Ave
Kansas City, KS 66105
913-701-6044
WWW.PlatinumPavingkc.com

10/28/2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Platinum Paving and Concrete strongly supports the proposed merger with Norfolk Southern. At Platinum Paving and Concrete, we provide Asphalt and Concrete contractors,

which are essential to the safe and smooth operation of

freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and

partners, including:

-Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the companies needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better

serve our customers and reach new ones.

- Improved Service Reliability: The combined network will offer more direct routes and increased

operational flexibility, helping reduce service interruptions that can impact delivery of our products

and services.

- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Nico Brogoto

Nico Brogoto

COO

Platinum Paving and Concrete



Nico Brogoto

COO

Platinum Paving and Concrete

913-701-6044

Nico@platinumpavingkc.com

cc:

Member Schultz

Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

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Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

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Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

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Free copies of these documents may be obtained as described above.

PLOTE CONSTRUCTION INC.

ROAD BUILDING
SITE DEVELOPMENT

1100 BRANDT DRIVE • HOFFMAN ESTATES, IL 60192

PHONE: (847) 695-9300
Estimating FAX: (847) 695-9317
Administration FAX: (847) 695-7251

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Plote Construction Inc strongly supports the proposed merger with Norfolk Southern.

At Plote Construction we provide site preparation, civil earthwork, utility installation, track support improvements, pavement construction, and operational facility upgrades for all intermodal sites and track expansion projects which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

PLOTE CONSTRUCTION INC.

ROAD BUILDING
SITE DEVELOPMENT

1100 BRANDT DRIVE • HOFFMAN ESTATES, IL 60192

PHONE: (847) 695-9300
Estimating FAX: (847) 695-9317
Administration FAX: (847) 695-7251

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

PLOTE CONSTRUCTION INC

David A. Miller
Vice President of Estimating and Contracts

cc:
Member Schultz
Member Hedlund

PNW INTERMODAL

[09-24-2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, [*PNW Intermodal*] strongly supports the proposed merger with Norfolk Southern.

At [*PNW Intermodal*], we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

PNW INTERMODAL

[Corey Carver]
[Regional Managing Director]
[PNW Intermodal]
[206 793-8456]

cc: Member Schultz
Member Hedlund

10/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Portable John strongly supports the proposed merger with Norfolk Southern.

At Portable John, we provide (portable restrooms, freshwater systems, and restroom trailers), which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Mike Matuszak
Sales Executive
Portable John
815-210-4477

cc:

Member Schultz
Member Hedlund

PowerRail
182 Susquehanna Avenue
Exeter, PA 18643 USA

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud and long-standing supplier to Union Pacific Railroad (UP) and a strategic partner to Norfolk Southern Railway (NS), PowerRail supports an open and competitive rail industry that fosters innovation, efficiency, and improved service for customers and suppliers alike.

For many years, Norfolk Southern has been an important customer to PowerRail. We have worked closely with their teams to support locomotive overhaul programs, provide reliable component solutions, and help ensure the continued availability and performance of their fleet. Similarly, PowerRail has maintained a productive and trusted relationship with Union Pacific, delivering high-quality locomotive products, responsive service, and technical support to help meet their operational goals.

We believe that greater collaboration and alignment between Class I railroads—including UP and NS—will create opportunities to enhance network performance, reduce service disruptions, and promote healthy competition across the industry. This balance will not only improve service levels but also drive long-term sustainability and growth for the broader rail supply chain.

As a company dedicated to keeping North America's railroads running safely and efficiently, PowerRail looks forward to being an even greater contributor in the years ahead. We remain committed to supporting both Union Pacific and Norfolk Southern as they continue to advance their operational and service objectives in a competitive and customer-focused market.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

PowerRail
182 Susquehanna Avenue
Exeter, PA 18643 USA

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Mike Zerafa

Mike Zerafa
PowerRail, Inc. – VP Business Process Optimization

PRECISION
RAIL AND MFG

A Cut Above

10/20/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Precision Rail and MFG. INC strongly supports the proposed merger with Norfolk Southern.
At Precision Rail and MFG. INC, we manufacture and assemble car retarders, switch machines, retarder controllers, power units, mass transit insulators, air brake testing equipment and various railcar speed control assemblies and miscellaneous signal devices, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

414 764 1131 414 762 0710 precisionrailandmfg.com 6960 S. 10th St. | Oak Creek, WI 53154

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Timothy Murphy
Vice President – Sales
Precision Rail and MFG, INC.
O: 414 764-1131
C: 815 216-3493



cc:

Member Schultz
Member Hedlund

[10/14/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Prewett Enterprises DBA *B&P Enterprises* strongly supports the proposed merger with Norfolk Southern.

At *B&P Enterprises*, we provide comprehensive railroad contracting services — including derailment response & clean up, load transfer & adjustments, weather related response, vegetation control, material handling, derailment cleanup, and other on-track support operations, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Joshua Prewett

Owner
Prewett Enterprises DBA B&P Enterprises
jp@bandpent.com

cc:
Member Schultz
Member Hedlund

09/22/2025

The Honorable Patrick J. Fuchs | Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing supplier to Union Pacific, Pride Intermodal is pleased to express our strong support for the proposed merger with Norfolk Southern. At Pride Intermodal, our team specializes in drayage services that keep Union Pacific's intermodal operations running smoothly. Day in and day out, we see firsthand how critical freight rail is to our economy, allowing goods to move reliably, sustainably, and efficiently across the country while supporting the jobs and communities connected to this industry.

From our perspective, the merger represents a significant opportunity for Union Pacific and for its network of partners and suppliers like us. We believe the combined network will foster meaningful business growth by expanding supply needs and creating new avenues for collaboration. The merger also promises to enhance service reliability by offering more direct routes and greater operational flexibility, which will help minimize the types of disruptions that slow down supply chains. Just as important, faster transit times resulting from the reduction of interchanges will strengthen our ability to serve current customers while opening doors to new ones.

In addition, a stronger transcontinental system will be well-positioned to invest in infrastructure, technology, and equipment, creating long-term improvements in capacity, safety, and service quality. Finally, the expanded geographic reach that this merger enables will allow companies like ours to better serve communities across the country and provide more opportunities for growth in the markets we touch.

We respect the importance of regulatory review and believe this process will underscore the positive impacts this merger will bring to suppliers, customers, and the broader economy. Thank you for considering our perspective. Pride Intermodal looks forward to the growth, innovation, and collaboration that this merger will make possible.

Sincerely,



Christopher Leon | Vice President | Pride Intermodal
christopher@prideintermodal.com
cc: Member Schultz
Member Hedlund

Prime Rail Interests LLC

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime customer of Union Pacific, Prime Rail Interest LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company develops rail served industrial parks and depends on efficient, reliable, and cost-effective rail service to meet the needs of our tenants and ensure the safe, timely delivery of our products across the country. At our developments tenants transport agricultural goods, manufactured products and consumer goods using international intermodal. The American freight rail network is a critical component of our supply chain, allowing us to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Prime Rail Interest and our tenants have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific and companies like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us and our tenants to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Prime Rail Interests LLC

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Mike Rader

President
Prime Rail Interests LLC

cc: Member Schultz
Member Hedlund

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PRINCETON CONSULTANTS
STRATEGY / TECHNOLOGY / TRANSFORMATION

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud technology partner to Norfolk Southern, Princeton Consultants strongly supports the proposed merger with Union Pacific.

At Princeton Consultants, we provide advanced technology solutions and consulting services for the rail industry, including core operational system design and integration, decision intelligence tools, and industry-standard solutions for safety, security, and Positive Train Control management. Our work is essential to the safe, efficient, and reliable operation of freight rail service across the country. Currently, we are developing next-generation core operational systems for Norfolk Southern, and our rail practice has served most of the Class I railroads over our decades of industry experience.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's technology partners and for the rail industry as a whole, including:

- **Enhanced System Integration Opportunities:** The combined network will create opportunities to implement more comprehensive and efficient operational systems across a broader footprint, allowing technology solutions to deliver greater value and operational improvements at scale.
- **Expanded Service Capabilities:** Our ability to support a transcontinental network will enable us to leverage our experience across multiple Class I railroads to deliver innovative solutions that serve a wider customer base and broader geographic reach.
- **Improved Operational Efficiency:** The merged railroad's more direct routes and increased operational flexibility will benefit from advanced technology solutions that can optimize performance across the enhanced network, reducing service interruptions and improving reliability for shippers.
- **Accelerated Technology Investment:** A stronger, combined railroad will be better positioned to invest in modernizing technology infrastructure and implementing next-generation operational systems. This increased investment in digital transformation will enhance service quality, capacity, safety, and competitiveness for the entire rail industry.
- **Industry-Wide Innovation:** Drawing on our experience working with multiple Class I railroads, we recognize that strategic combinations can drive industry-wide improvements in technology adoption and operational best practices, ultimately benefiting shippers, suppliers, and the broader economy.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on technology partners like us, the advancement of rail technology, and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Docusign Envelope ID: 94FC0758-5306-4D6E-8712-A19843FFFD26

PRINCETON CONSULTANTS
STRATEGY / TECHNOLOGY / TRANSFORMATION

DocuSigned by:
Shem Malus
F650301562154C9...

Shem Malus
Director

Email : smalus@princeton.com

Business Phone : (609) 987-8787 x248

Cell : (609) 203-2544

Princeton Consultants
101 Carnegie Center, Suite 106, Princeton, NJ

08540

cc:
Member Schultz
Member Hedlund

PTI PROFESSIONAL TRANSPORTATION, INC.

October 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Professional Transportation, Inc. strongly supports the proposed merger with Norfolk Southern.

At Professional Transportation, Inc., we provide crew transportation services as well as auto ramp and intermodal services for the railroad industry. Operating 24/7 across 36 states, PTI moves railroad employees safely and reliably between work sites and assignments. With thousands of drivers, ramp employees, and support staff, the company serves class I railroads nationwide, emphasizing safety, dependability, and on-time performance, which are essential to the safe and smooth operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. As a current crew transportation provider for both UP and NS, PTI anticipates expanded demand for moving railroad employees across a larger network, creating opportunities to grow our operations and workforce.

- **Expanded Reach:** With Union Pacific's broadened geographic footprint, PTI will be able to transport crews across more locations nationwide, allowing us to better serve existing rail partners and extend our services to new regions.

- **Improved Service Reliability:** A more integrated rail system will simplify crew scheduling and deployment. PTI will benefit from greater operational efficiency and fewer service interruptions, ensuring that railroad employees arrive safely and on time to keep trains moving.

- **Reduced Transit Times:** Faster, more direct rail connections will reduce the need for crew repositioning and minimize wait times, enabling PTI to deploy drivers more efficiently and provide quicker, more dependable transportation for railroad personnel.

- **Increased Investment:** A stronger, transcontinental Union Pacific will be positioned to invest in infrastructure and technology that complement PTI's own safety and reliability initiatives. As the railroad invests, PTI can expand its fleet, enhance training programs, and support our employees with better tools to serve customers.

PTI PROFESSIONAL TRANSPORTATION, INC.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Stephen A. Kessler
President
Professional Transportation, Inc.
812-485-3536

cc:
Member Schultz
Member Hedlund

Progress Rail
A Caterpillar Company

October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

Progress Rail is a proud supplier to Union Pacific and provides a wide variety of products and services that are essential to the safe and smooth operation of freight rail service across the country. More specifically and among other things, Progress Rail:

- Is an original equipment manufacturer of locomotives and locomotive components. Progress Rail supplies both new and remanufactured locomotives to Union Pacific to help provide engine power that Union Pacific needs to haul freight;
- Supplies wheelset components to help ensure freight railcars can properly haul goods;
- Designs and manufactures specialty trackwork, as well as providing other infrastructure products and services for Union Pacific; and,
- Supports a sustainable ecosystem for Union Pacific by recycling the railroad's used track and scrap metal materials.

Rail is the most fuel-efficient way to move freight across land; one train can remove hundreds of trucks from the highway, significantly reducing traffic congestion and deterioration of roadways and bridges. Furthermore, every "$1 invested in rail transportation drives $2.50 in economic activity" and "every railroad job creates 3.9 additional jobs in industries like manufacturing, logistics and technology." (Data from the Association of American Railroads (AAR) Freight Rail's Economic Impact Fact Sheet at aar.org ("Fact Sheet"))

Despite these advantages, Class I railroad volumes have remained flat, primarily due to transit reliability and customer experience challenges including lower on-time performance and pricing.

We believe that the proposed merger can **improve the effectiveness of railroad operations to better support customers and enhance competition with trucking.** Through integration of Union Pacific and Norfolk Southern's rail footprints, the merged railroad will operate the first coast-to-coast rail network in the U.S., allowing customer to avoid issues in interchange between multiple railroads that have historically made rail shipments more cumbersome and less attractive compared to trucking. By eliminating these interchanges where railcars are handed off, this should reduce transit times, enabling more efficient transit and more competitive service, particularly in shorter and intermediate routes.

- **Increased competitiveness with trucking benefits the American economy by:**
    - **Supporting US taxpayers:** Unlike trucking operations which rely on taxpayer-funded infrastructure, US railroads invest in their own infrastructure. Increased use of railroads to haul freight in lieu of trucking may lower US taxpayer costs by reducing investments needed to support public roads used by the trucking industry.

1600 Progress Drive • P.O. Box 1037 • Albertville, AL 35950 • 256-505-6071
jnewman@progressrail.com

Caterpillar - Confidential Green

Progress Rail
A Caterpillar Company

- **Reducing overall public roadway congestion**: Increased use of railroads to haul freight, and reduced use of trucking, limits the number of trucks on public highways and roads that otherwise drive congestion and gridlock. Per data from the AAR's Fact Sheet, one single train can replace hundreds of trucks on the road.
- **Reducing overall costs**: Experts in recent STB hearings have noted that overall societal costs from trucking, including impacts to safety, infrastructure damage, and emissions among other things, is "eight times higher than rail transportation on a per-ton mile basis". (STB: Hearing on Growth in the Freight Rail Industry, transcript page 335).
- **Improving air quality in the U.S.:** Moving goods by rail reduces greenhouse gas emissions by 75% on average compared to trucking, per AAR Fact Sheet data. By increasing use of railroad shipments versus trucking, this can drive significant improvements in American air quality.

Progress Rail supports any efficiencies that can increase the rail industry's position relative to trucking and believes that such increased competitiveness will spur significant benefits for the American economy.

Sincerely,



John G. Newman
President and Chief Executive Officer
PROGRESS RAIL SERVICES CORPORATION
jnewman@progressrail.com

cc:
Member Schultz
Member Hedlund

pyramid CONSULTING

TOP TALENT YOU CAN TRUST

October 15,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a trusted staffing partner to Norfolk Southern, we are pleased to express our strong support for the proposed merger. Over the years, we've had the privilege of helping Norfolk Southern build and sustain a skilled workforce to meet its operational goals. Through that partnership, we've seen firsthand the company's commitment to safety, efficiency, and continuous improvement—and we believe this merger represents an important step forward for everyone involved.

Driving Mutual Growth:
Norfolk Southern has always fostered an environment where partners like us can grow alongside the company. As the merger expands Norfolk Southern's scale and operations, we expect continued growth in workforce demand, creating new opportunities to support the company's evolving needs while expanding employment opportunities within the communities we serve.

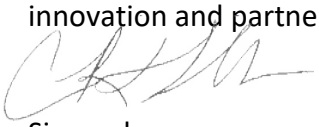
Expanding Reach and Opportunity:
The merger's expanded geographic footprint will allow us to support Norfolk Southern's workforce needs across a broader network. This reach positions us to deliver consistent, high-quality talent solutions that align with Norfolk Southern's increased service capabilities.

Investing in the Future:
A stronger, transcontinental railroad will have greater capacity to invest in infrastructure, technology, and people. We anticipate that these investments will translate into more efficient operations, safer worksites, and enhanced opportunities for both employees and staffing partners.

We are proud to stand behind Norfolk Southern as it pursues this merger and the shared growth it promises. We believe this step will strengthen not only the railroad but also the many businesses and workers who help power its success every day.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.



Sincerely,

C. Richard Thomas
COO
Pyramid Consulting, Inc.
Rich.Thomas@pyramidci.com

cc:

Member Schultz
Member Hedlund

Pyramid Resources Inc
P.O. Box 1819
Temple City, CA 91780
626-338-4406

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Pyramid Resources Inc. strongly supports the proposed merger with Norfolk Southern.

At Pyramid Resources Inc., we provide construction services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

William Millar
President
Pyramid Resources Inc

cc: Member Schultz
Member Hedlund

QUALITY CONTROLS, INC.
200 Tilton Road
Northfield, New Hampshire 03276
(603) 286-3321 ▪ Fax (603) 286-7648
www.qcivalves.com

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Quality Controls LLC, strongly supports the proposed merger with Norfolk Southern.

At Quality Controls LLC, we provide V1/ V2 Flow Controller Valve Assemblies and Univalve EVO, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Edmund C. Young
President
Quality Controls LLC
603-286-3321

cc:
Member Schultz
Member Hedlund

QUALITY RAIL SERVICE
Locomotive & Freight Car Repair Services
1001 College St., Madison, IL 62060
Phone: 618-380-4391 | Fax: 618-876-3042 | www.callteamqrs.com

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing service provider to Union Pacific Railroad, Quality Rail Service (QRS) proudly supports the proposed merger between Union Pacific and Norfolk Southern.

At QRS, we specialize in locomotive repair and maintenance, providing a range of mechanical and field services that help keep freight operations safe, efficient, and on schedule. In addition, our crews perform load adjustments and transfer services directly on Norfolk Southern properties, ensuring freight continuity and minimizing downtime across rail networks.

We believe this merger will create measurable benefits not only for Class I carriers, but also for the supporting network of rail service providers, including:

- **Improved Network Efficiency:** A unified transcontinental system will provide stronger operational connectivity, reducing interchanges and eliminating delays that impact both railroads and their service partners.
- **Enhanced Opportunities for Growth:** As Union Pacific and Norfolk Southern expand their combined footprint, suppliers and maintenance providers like QRS will be better positioned to support additional facilities, field operations, and capital projects.
- **Investment in Infrastructure and Safety:** The integration of networks will promote greater investment in infrastructure, technology, and safety programs—areas where QRS actively contributes through ongoing locomotive support and field readiness.

QUALITY RAIL SERVICE
Locomotive & Freight Car Repair Services
1001 College St., Madison, IL 62060
Phone: 618-380-4391 | Fax: 618-876-3042 | www.callteamqrs.com

• **Increased Reliability for Shippers:** Streamlined operations and coordinated dispatching will lead to faster turnaround times and higher reliability in freight movement, allowing us to better serve customers across both rail systems.

We understand the importance of regulatory oversight in this process and respectfully urge the Board to recognize the positive impact this merger will have on the rail supply and maintenance industries, as well as on the overall efficiency of the U.S. rail network.

Thank you for your time and consideration. We look forward to the continued collaboration, innovation, and progress this merger will bring.

Sincerely,

Darrell Hoyt
Quality Rail Service
(618) 830-3690
darrell.hoyt@qualityrail.com

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

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Quantum Metric

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, **Quantum Metric, Inc.** is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Quantum Metric is a customer-centered digital analytics platform that empowers organizations to build better digital experiences through real-time insights and data-driven decision-making. Trusted by leading global brands across industries such as retail, travel, financial services, healthcare, and telecommunications, Quantum Metric helps enterprises monitor, diagnose, and optimize critical digital journeys. Our platform captures over 7 billion sessions monthly and supports nearly half of the world's internet users, driving measurable value through our Continuous Product Design methodology.

Quantum Metric has been a strategic partner of Union Pacific, supporting their digital transformation initiatives with advanced analytics capabilities that enhance customer experience, operational efficiency, and technology modernization. In every engagement, we've seen Union Pacific approach innovation with precision and purpose—leveraging data to drive scalable outcomes while maintaining high standards of business continuity and customer satisfaction.

As a strategic partner, Quantum Metric understands the vital role rail plays in national infrastructure and the importance of streamlined digital operations in maintaining commerce. We also serve many customers and suppliers of Union Pacific, giving us firsthand insight into how technology investments reflect a commitment to safety, growth, and innovation.

We believe the proposed merger will yield significant benefits for Union Pacific's strategic partners, including:

- **Improved Supply Chain Connectivity**: The combined network will enhance supply chain visibility, enabling platforms like ours to better support digital logistics and IT needs. Union Pacific's modern digital environment positions them as a plug-and-play partner with secure, efficient infrastructure.

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info@quantummetric.com
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Colorado Springs, CO 80921

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- **Enhanced Customer Experience**: The merger will facilitate faster deployment of digital capabilities to a broader customer base, improving service delivery and satisfaction.
- **Increased Investment**: A transcontinental railroad will be better positioned to invest in infrastructure, security, and technology—further elevating service quality, capacity, and safety.
- **Innovation & Efficiency**: The scale of the combined network will accelerate technological innovation and operational efficiency, enhancing customer and supplier experiences through advanced analytics and real-time insights.

We recognize that regulatory review is a critical part of this process and encourage the relevant authorities to consider the positive impact this merger will have on businesses like ours and the broader economy.

We also want to acknowledge Union Pacific's excellence in executing large-scale technology transitions. Their meticulous approach to digital modernization—grounded in security, precision, and customer-centricity—sets a benchmark for the industry.

Thank you for considering our perspective. We look forward to continued partnership and the enhanced opportunities this merger will bring.

Sincerely,

Signed by:
Glenn Trattner
D6E40B679A89415...

Glenn Trattner
Chief Operating Officer
Quantum Metric, Inc.

US +1 719 345 2400
UK +44 20 3885 2900

quantummetric.com
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Certificate Of Completion

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Status: Completed
Subject: Complete with Docusign: UP / Norfolk Southern Letter of Support
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Document Pages: 2
Signatures: 1
Certificate Pages: 1
Initials: 0
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Envelope Originator:
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Ste 155
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ksparks@quantummetric.com
IP Address: 71.229.251.17

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Holder: Kelli Sparks
ksparks@quantummetric.com
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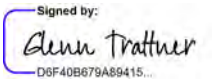
Signer Events	Signature	Timestamp
Glenn Trattner gtrattner@quantummetric.com COO Quantum Metric, Inc. Security Level: Email, Account Authentication (None)	 Signature Adoption: Pre-selected Style Using IP Address: 23.114.165.110	Sent: 10/16/2025 8:28:29 PM Viewed: 10/17/2025 7:32:53 AM Signed: 10/17/2025 7:33:00 AM

Electronic Record and Signature Disclosure:
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In Person Signer Events	Signature	Timestamp

Editor Delivery Events	Status	Timestamp

Agent Delivery Events	Status	Timestamp

Intermediary Delivery Events	Status	Timestamp

Certified Delivery Events	Status	Timestamp

Carbon Copy Events	Status	Timestamp

Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	10/16/2025 8:28:30 PM
Certified Delivered	Security Checked	10/17/2025 7:32:53 AM
Signing Complete	Security Checked	10/17/2025 7:33:00 AM
Completed	Security Checked	10/17/2025 7:33:00 AM

Payment Events	Status	Timestamps

QuEST RAIL LLC

30OCT2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, QuEST Rail LLC strongly supports the proposed merger with Norfolk Southern.

QuEST Rail is a Missouri-based business that I founded in 2002. Union Pacific was the first Class I railroad to give us an opportunity to be a direct supplier. Today, we are the industry's largest supplier of local control panels, devices that enable rail traffic to be managed onsite when needed rather than controlled centrally (for UP, that would be the Harriman Dispatching Center in Omaha). These devices are essential to the safe and smooth operation of freight rail service across the country. We have a great many other devices used by the rail industry, as can be seen (and purchased) at www.questrail.com. We also routinely manufacture rail products for the larger suppliers in our industry.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy. Feel free to reach out to me at any time–my contact information is given below–or stop by Wellington, MO for a tour and a chat.

Thank you for your consideration of our perspective.

Sincerely,



Neal Quackenbush
Director of Engineering
816.699.8097
QuEST Rail LLC
Wellington, MO
neal@questrail.com

cc: Member Schultz
Member Hedlund

R&R Consulting TEAM, LLC
PO Box 4739
Harrisburg, PA 17111

October 17, 2025

The Honorable Patrick J. Fuchs Chairman Surface Transportation Board 395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a long-standing contractor to Norfolk Southern, R&R Consulting TEAM LLC is proud to express our support for the proposed merger with Union Pacific Railroad.

R&R Consulting provides Railroad Worker In-Charge (RWIC) protection, DOT project coordination, and field compliance oversight across multiple Railroad networks. Our teams play a key role in maintaining safe and efficient operations during construction, maintenance, and emergency response activities on active railroad rights-of-way.

Through this work, we've seen first-hand how vital Norfolk Southern's partnerships are to the safety and reliability of the national rail system. We believe the proposed merger with Union Pacific will strengthen these partnerships and deliver tangible benefits to contractors, regulators, and the public alike:

· Expanded National Coverage: The creation of the first true transcontinental railroad will simplify project coordination and safety compliance across regions that currently require multiple carrier interfaces.

· Improved Continuity for DOT Projects: Federal and state transportation projects already rely heavily on both railroads' infrastructure. A unified network will enhance accountability and reduce administrative delays, helping keep federally funded projects on schedule and within regulatory compliance.

· Enhanced Investment in Field Safety: A larger, better-capitalized network is positioned to reinvest in technology, training, and oversight programs that directly improve field safety performance.

R&R Consulting TEAM, LLC

PO Box 4739
Harrisburg, PA 17111

· National Workforce Stability: The merger will allow R&R to plan and schedule projects under a single set of standards nationwide; eliminating the inefficiencies and procedural conflicts that currently exist when working between two Class I systems.

We understand the importance of this regulatory review and encourage the Board to consider the significant efficiencies, safety improvements, and public benefit this merger will create.

R&R Consulting TEAM LLC remains committed to supporting Norfolk Southern, Union Pacific, and the communities they serve as this historic transition unfolds.

Respectfully Submitted,



David N. Craft
Co-Owner and President
R&R Consulting Team, LLC
717-497-4373 (Cell)
775-521-2495 (E-Fax)
dcraft@rrconsultingteam.com

cc: Member Schultz
Member Hedlund

R & W Machine Division
Warner Industries, Inc.
ESTABLISHED 1946
Combo, Traction Motor & Wheel Shop Services

1946 – 2026 80 YEARS OF EXCELLENCE R & W Machine

November 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Warner Industries, Inc., R&W Machine Division strongly supports the proposed merger with Norfolk Southern.
At Warner Industries, Inc., R&W Machine Division, we provide locomotive parts which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
David Hnatovic
David Hnatovic

Vice President & General Manager
Warner Industries, Inc., R&W Machine Division
(708) 458-4200 ex. 222
dhnatovic@rwmachine.com

cc:
Member Schultz
Member Hedlund

10/16/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Racine Railroad Products, Inc. strongly supports the proposed merger with Norfolk Southern.

At Racine Railroad Products, Inc., we provide maintenance of way equipment, which is essential for the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dominic Da Pra

President

Racine Railroad Products, Inc.

ddapra@racinerailroad.com

+1-262-900-1088

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.



Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.



Cayuga, Texas

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Rail 1, LLC strongly supports the proposed merger with Norfolk Southern.
At Rail 1, LLC we provide track maintenance, derailment assistance, switch installs, material delivery and distribution, culvert replacement, snow removal, and metal fabrications which are essential to the safe and smooth operation of freight rail services across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger. As a female owned entity, we welcome this growth and opportunity this merger can provide.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

Cortney LeGard • Rail 1, LLC • 903-253-6699 cell • 903-675-7690 office
903-675-7697 fax • cortneylegard@gmail.com

RAIL 1 LLC

Cayuga, Texas

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Cortney LeGard

Cortney LeGard
CEO/Owner
Rail 1, LLC
903-253-6699
cortneylegard@gmail.com

cc:

Member Schultz
Member Hedlund

Rail Logistics Inc.

10/8/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Rail Logistics Inc supports the proposed merger with Union Pacific.

At Rail Logistics, we provide Intermodal lifts, Gating and Chassis and Box repair, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business may grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to receive and depart trains in a more timely manner.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely

Rail Logistics Inc.

Tommy Novak
President
Rail Logistics Inc
440-343-0414

Tommy.novak@raillog.org

cc:
Member Schultz
Member Hedlund

RMS™
Rail Management Services

September 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Rail Management Services, LLC* strongly supports the proposed merger with Norfolk Southern.

At *Rail Management Services*, we provide *intermodal lift operations, switching operations, lift equipment maintenance, gate operations and automotive loading and unloading*, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Aaron Hill
President
Rail Management Services
510-772-0620

cc:
Member Schultz
Member Hedlund

Rail Service Group, Inc

RECLAIMING RESOURCES FOR TOMORROW

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Rail Service Group, Inc. strongly supports the proposed merger with Norfolk Southern.

At Rail Service Group, Inc. we provide track asset reclamation services, allowing Union Pacific to reclaim and reuse track materials, which both saves money for the Railroad, as well as reduces the carbon footprint of railroading in America, and, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Rail Service Group, Inc
RECLAIMING RESOURCES FOR TOMORROW

Sincerely,

Kevin S Smith
President
Rail Service Group, Inc.
ksmith@railservicegroup.com
(719) 761-3113

cc:
Member Schultz
Member Hedlund

Railroad Track Construction and Maintenance Inc.
RTCM Inc. (Est. 2009)
(915) 351-7700
Rtcm915@gmail.com

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger, Docket Number: FD 36873

Dear Chairman Fuchs:

As President of Railroad Track Construction and Maintenance Inc. (RTCM Inc,), I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Freight rail is a cornerstone of our state's economy, safely moving the goods that power our industries, support our farmers and connect our communities to markets across the nation and the world. Union Pacific has long been an essential transportation partner for our state, providing efficient, reliable and cost-effective service to businesses large and small. The American freight rail network is not only critical to our economic growth – it is also one of the most sustainable modes of transportation available, helping reduce highway congestion and emissions.

The proposed merger offers a unique opportunity to strengthen this network and deliver tangible benefits for shippers, consumers and communities, including:

- **Improved Service Reliability:** More direct routes and greater operational flexibility will help prevent service disruptions and improve schedule dependability.
- **Reduced Transit Times:** Eliminating certain interchanges will speed the movement of goods, helping our businesses reach customers faster and more competitively.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in modern infrastructure, advanced technology and enhanced safety systems.
- **Expanded Reach:** The broader geographic footprint will open new markets for our state's products and strengthen supply chain resilience.

This merger is about more than just railroads – it's about securing the future of our transportation network, supporting economic development and ensuring American freight rail remains globally competitive.

I respectfully urge the Surface Transportation Board to give full and favorable consideration to this proposal, recognizing the benefits it will bring to our state and the national economy.

Sincerely,

cc: Member Schultz
Member Hedlund

10/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Railcrew Xpress strongly supports the proposed merger with Norfolk Southern.

At Railcrew Xpress, we provide Crew Hauling Services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brian OHara



President & CEO
Railcrew Xpress
816-718-6576

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

RAILCREW Xpress

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Railhead
CORPORATION

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Railhead Supplier Perspective on the Proposed Union Pacific–Norfolk Southern Combination

Dear Chairman Fuchs,

Railhead Corporation appreciates the opportunity to share a supplier perspective regarding the proposed Union Pacific–Norfolk Southern transaction. Railhead designs and supplies locomotive LED lighting, safety equipment, and maintenance tools that support the safe, reliable operation of North America's freight rail network.

We value our long-standing partnership with Union Pacific and our relationships with all Class I railroads, as well as short lines, OEMs, and contractors. From our vantage point, the proposal has the potential—if appropriately conditioned and implemented—to enhance network reliability and scale adoption of safety and efficiency technologies. Our support is principles-based, not carrier-comparative: we favor outcomes that strengthen the rail ecosystem while preserving robust competition and service quality for shippers.

From a supplier standpoint, we respectfully highlight the following considerations:

- Safety, Reliability, and Efficiency at Scale. A combined network could accelerate deployment of proven safety and lifecycle-cost improvements (e.g., energy-efficient lighting and modern safety equipment), improving on-time performance for critical components.
- Streamlined Standards and Reach. Greater geographic continuity and harmonized specifications can reduce delays, simplify procurement and training, and improve parts availability.
- Reduced Variability and Dwell. Fewer interchanges and more direct routing can reduce transit times and variability, enabling leaner inventories and faster response to railroad and shipper needs.

- Sustained Capital Investment. A stronger balance sheet can support continued investment in infrastructure, technology, and equipment—investments that also encourage suppliers to expand capacity, domestic manufacturing, and workforce development.

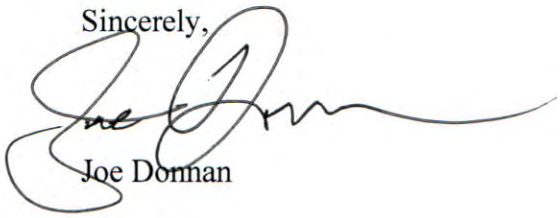
We also recognize the Board's mandate to safeguard competition, service, labor, and community interests. To align potential efficiencies with those objectives, we would be supportive of an approval framework that includes clear, enforceable safeguards to:

- Preserve robust competition and shipper choice, including protection of open gateways and interchange
- Maintain vendor-neutral procurement so suppliers of all sizes compete on safety, quality, and value
- Uphold transparent service metrics and accountability to ensure reliability for shippers and suppliers
- Support workforce continuity and safety, which are essential to resilient execution.

In our view, pairing targeted conditions with the potential network benefits can deliver durable value for shippers, employees, communities, and the domestic supply base—while respecting the competitive vitality of other Class I railroads we proudly serve.

Thank you for your consideration of Railhead's perspective. We stand ready to provide any additional information that would assist the Board's review.

Sincerely,



Joe Donnan

President
Railhead Corporation
jdonnan@railheadcorp.com
708-544-5500
224 Shore Court
Burr Ridge, IL 60527

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Railpower Tech LLC strongly supports the proposed merger with Norfolk Southern.

At Railpower Tech LLC, we provide parts and technical service for Railpower yard locomotives, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Railpower Tech

Sincerely,

Adam Bennett
President and General Manager
Railpower Tech LLC
adam.bennett@railpowertech.com

814-434-7240

cc:
Member Schultz
Member Hedlund

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, RailPros strongly supports the proposed merger with Norfolk Southern.

RailPros is a leading provider of services to the North American rail industry, including full-service engineering, diversified safety services, right-of-way management services, safety training, and consulting on operational efficiencies and track improvements in industrial spaces. The services we provide are essential to keep Americans - and their goods - moving across the United States. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers, partners, including:

- **Business Growth:** Union Pacific fosters an environment where service providers and suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's service needs and supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping to reduce service interruptions and create a more vibrant and efficient delivery of products and services across America.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, provides improved goods movement to more customers, faster. Moreover, reduced transit times will lower shippers' investment in inventory, allowing further investment in the overall economy.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on service providers and suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Kendall F. Koff
President & CEO
5605 N. MacArthur Blvd, Suite 650
Irving, Texas 75038
Office: (877) 315-0513
Mobile: (720) 300-2990
Ken.Koff@RailPros.com | RailPros.com

cc: Member Michelle A. Schultz
Member Karen J. Hedlund

October 21, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Ralph L. Wadsworth Construction strongly supports the proposed merger with Norfolk Southern.

At Ralph L. Wadsworth Construction, we deliver bridge and civil infrastructure solutions — including drainage systems, retaining walls, earthwork, and tunnels — that are essential to the safe and reliable operation of freight rail service nationwide. Our partnership with Union Pacific has allowed us to contribute to critical projects that strengthen the rail network and enhance transportation efficiency across the country.

We believe the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate our business will grow as supply demands expand following the merger.
- Expanded Reach: A broader geographic footprint will enable us to better serve existing customers and reach new ones.

- Improved Service Reliability: The combined network will provide more direct routes and greater operational flexibility, reducing service interruptions that can affect the delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the merger will shorten transit times by several days — allowing us to deliver more efficiently and invest more in our employees and operations.
- Increased Investment: A stronger, transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment — improvements that will enhance capacity, safety, and service quality. Increased investment from the railroad translates into greater investment and opportunity for suppliers like us.

We understand that regulatory review is an important part of this process, and we encourage the Board to carefully consider the positive impacts this merger will have on suppliers, customers, and the broader economy.

Thank you for considering our perspective. We look forward to continued growth, innovation, and partnership as this merger moves forward.

Sincerely,



Brandon Squire
President
Ralph L. Wadsworth Construction, LLC

cc:
Member Schultz
Member Hedlund

Date-9/23/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, **Rana freightline Inc**.strongly supports the proposed merger with Norfolk Southern.

At Rana freightline Inc. we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

RANA FREIGHTLINE INC.

Jasdeep S.Jaswal
Manager
Contact-2097516254

Jasdeep Jaswal

October,28 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, RDL Critical Logistics strongly supports the proposed merger with Norfolk Southern.

At RDL Critical Logistics, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jay Rojas
Chief Executive Officer
RDL Critical Logistics
Gainesville, GA

cc: Member Schultz
Member Hedlund

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Read Construction, LLC strongly supports the proposed merger with Norfolk Southern.

At Read Construction, LLC, we provide construction services and facility support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Scott W. Read



cc:

Member Schultz
Member Hedlund

e.

REIGN
TRANSPORTATION

September 29, 2025

The Honorable Patrick J. Fuchs, Chairman
Surface Transportation Board
395 E Street SW Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, **Reign Transportation** strongly supports the proposed merger with Norfolk Southern.

At **Reign Transportation,** we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth**: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand, as a result of the merger.

- **Improved Service Reliability**: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.

- **Reduced Transit Times**: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

- **Increased Investment**: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

- **Expanded Reach**: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

\Sincerely,

Carlos L. Rivadeneira

Carlos L. Rivadeneira, CEO

REIGN TRANSPORTATION, LLC.
17588 Rowland St., Ste. 168
City of Industry, CA 91748
Tel. 626.295.2675

cc: Member Schultz
Member Hedlund

10/20/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Reinhold Electric strongly supports the proposed merger with Norfolk Southern.

At Reinhold Electric, we provide electrical services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Chris Reinhold
Vice President
Reinhold Electric
chris@reinholdelectric.com

(314) 574-9357

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Relay Systems of America, Inc. strongly supports the proposed merger with Norfolk Southern.

At Relay Systems of America, Inc., we provide locomotive reliability upgrade components, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Steven R. Stanick
President
Relay Systems of America

3439 NorthBend Circle

Alcoa, TN 37701

865-249-7321

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.



RELIABLE
TRANSPORTATION
SPECIALISTS,
INC.

Your Midwest Intermodal Carrier

10/02/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Reliable Transportation Specialists, Inc. strongly supports the proposed merger with Norfolk Southern.

At Reliable Transportation Specialists, Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Kevin Lhotak
President
Reliable Transportation Specialists, Inc.
kevinl@reliabletrans.com

cc: Member Schultz
Member Hedlund

San Pedro Garza García, October 1, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Expression of Support for the Union Pacific – Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Renteq Industrial, a long-standing supplier to Union Pacific, I am writing to express our strong support for the proposed merger with Norfolk Southern.

Renteq Industrial provides drayage services for Union Pacific's intermodal operations through rail terminals in Mexico, which are vital to ensuring the safe and seamless movement of freight across the nation. The American freight rail network is the foundation of our business, enabling us to transport products efficiently, sustainably, and in a manner that fosters economic growth and employment.

We believe the proposed merger will generate substantial benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific has created an environment where suppliers can succeed by delivering safe, reliable, and cost-effective solutions. We expect this merger will further expand opportunities for growth as supply chain demands increase.
- **Enhanced Service Reliability:** A combined network will provide more direct routes and greater operational flexibility, minimizing service disruptions that affect supply schedules.
- **Reduced Transit Times:** By removing interchange handoffs, the merger will significantly shorten transit times, allowing suppliers like us to deliver goods to customers faster and more dependably.
- **Increased Investment:** The unified transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, strengthening service quality, capacity, and safety.
- **Broader Market Reach:** Access to an expanded geographic footprint will improve our ability to serve existing customers and reach new markets.

Libramiento Noreste 3000- Colonia,
Privada de los Sauces, 66053
Cdad. Gral. Escobedo, N.L.
marcelo.gonzalez@grupogove.com
+52 81 1977 3915

We fully recognize the importance of the regulatory review process and respectfully encourage the Board to weigh the meaningful positive impacts this merger will have on suppliers, industry stakeholders, and the broader economy.

Thank you for your attention to our perspective. We look forward to the opportunities for innovation, growth, and partnership that this merger represents.

Sincerely,



_____

Andrés Idilio González Garza
Director General
Renteq Industrial
+011 52 81 8063 4038

RENZE® | SINCE 1895

November 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term partner with Union Pacific, Renze Display strongly supports the proposed merger with Norfolk Southern. U.P. is a solid company, employing tens of thousands of people, with a partnership approach to all aspects of their business. In our experience everyone in the company is a valued team member striving for customer satisfaction, safety and continued growth.

Renze has partnered with U.P. nearly since our inception in 1895. In fact, U.P. was one of the first companies to support our business, believing in the value of branding and being proud to show it in a graphical way; leading the way for others to follow. Renze believes this merger will yield significant benefits for Union Pacific's suppliers, partners, and customers by reducing touch points on everyday shipments and increasing everyone's speed to market.

We are happy to make this recommendation, as Union Pacific is one of the reasons Renze is still in business 130 years later. This merger will open doors for our company to further expand our craft and showcase what is possible when you proudly share your brand and follow through on the promises that brand represents.

Thank you for your consideration. We are excited about the growth, innovation and partnership that this merger will bring.

Sincerely,

Doug Buchanan
CEO

Renze Display
6847 N 16th Street
Omaha, NE 68112

cc: Member Schultz
Member Hedlun

10/6/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Revolution Technologies, LLC strongly supports the proposed merger with Union Pacific.

At Revolution Technologies, we provide information technology consulting and staffing, including rail operations' subject matter expertise, which are essential to the safe and smooth operation of freight rail services across the country.
We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand, along with the ongoing need for advance technology support and services, as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling the merged companies to deliver more goods to more customers, faster. Moreover, reduced transit times will lower the combined companies' investment in inventory, allowing them to further invest in their employees, technology platforms and business.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. As a strategic partner to NS we foresee that increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Miles S. Toshie

Miles S Toshie
President
Revolution Technologies, LLC
Miles@revolutiontechnologies.com
407.863.0378

cc:
Member Schultz
Member Hedlund

Rhay Rail Services
5225 Canyon Crest Drive, Suite 71
Riverside, CA 92507

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Rhay Rail Services strongly supports the proposed merger with Norfolk Southern.

At Rhay Rail Services, we provide transload and load adjustment services as well as military accessorial support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Tom Rhay
President
Rhay Rail Services
951-217-6685
thomasrhay@gmail.com

cc:
Member Schultz
Member Hedlund

RICK FRANKLIN CORPORATION

101 Industrial Way
P.O. Box 365
Lebanon, OR 97355

Phone: (541) 451-1275
Fax: (541) 258-6444
Website: www.rfc-nw.com

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Rick Franklin Corporation strongly supports the proposed merger with Norfolk Southern. At Rick Franklin Corporation, we provide emergency services for disruption & heavy equipment services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Kenneth E. Jackola
Vice President
Rick Franklin Corporation
kenj@rfc-nw.com
541-401-1394

cc:

Member Schultz

Member Hedlund

RICK FRANKLIN CORPORATION

101 Industrial Way
P.O. Box 365
Lebanon, OR 97355

Phone: (541) 451-1275
Fax: (541) 258-6444
Website: www.rfc-nw.com

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website: https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website: https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

RICOH USA, INC.
300 Eagleview Blvd.
Exton, PA 19341

November 7, 2025

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Ricoh US strongly supports the proposed merger with Norfolk Southern.

At Ricoh, we provide world-class office technology products and services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Scott C. Meyer
Central Region Vice President - Enterprise
Ricoh US
scott.meyer@ricoh-usa.com

cc: Member Schultz
Member Hedlund



October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Riley Contracting Inc. strongly supports the proposed merger with Union Pacific.

At Riley Contracting Inc. we provide horizontal boring and tunneling for railroad and DOT culverts and other utilities, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Tavis Riley
Owner
Riley Contracting Inc.
Tavis@Rileytrenchless.com

cc: Member Schultz
Member Hedlund

RIVER CITY
ENVIRONMENTAL, INC.

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, River City Environmental strongly supports the proposed merger with Norfolk Southern.

At River City Environmental, we provide snow plowing and de-icing services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

RIVER CITY
ENVIRONMENTAL, INC.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jonathan Sheckard
Vice President | River City Environmental, Inc.
P: 503-241-4599| C: 503-849-0701
Working Together for a Clean Environment | www.rivercityusa.com

RIVER CITY
ENVIRONMENTAL INC.
CELEBRATING 30 YEARS IN BUSINESS
WORKING TOGETHER FOR A CLEAN ENVIRONMENT

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by

applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures"

Free copies of these documents may be obtained as described above.

ROAD & RAIL SERVICES™

4233 Bardstown Road
Suite 200
Louisville, KY 40218
OFF 502.495.6688
FAX 502.495.6687
www.RoadandRail.com

10/01/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Road & Rail Services strongly supports the proposed merger with Union Pacific.

Road & Rail Services provides mechanical, terminal management and industrial switching services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity

ROAD & RAIL SERVICES™

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and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kevin Brandon
Chief Executive Officer
Road & Ral Services
502-365-5193

cc:
Member Schultz
Member Hedlund

RoadOne IntermodaLogistics

Solutions That Connect.

September 4th, 2025

Subject: RoadOne Intermodal Logistics Supports UP–NS Merger, Eyes Single-Line Intermodal Advantages

Randolph, MA – RoadOne IntermodaLogistics, a leading national intermodal transportation provider, today announced its support for the proposed Union Pacific–Norfolk Southern merger. The transaction creates a unified coast-to-coast rail network will offer uninterrupted, single-line haul service for containerized freight, allowing shipments to travel cross-country without switching railroads, eliminating interchange delays and improving reliability. RoadOne believes the merger's one-stop rail service will streamline coordination for intermodal carriers, speeding up transit times and simplifying tracking for customers.

Ken Kellaway, CEO of RoadOne IntermoaLogistics, welcomed the news: "As an intermodal logistics company, we're thrilled to see these railroads join forces. A single-line coast-to-coast rail service will make shipping more efficient than ever – no handoffs in between means faster deliveries, easier scheduling, and greater reliability for our containers. This merger will let us work with one integrated rail partner from origin to destination, which translates to better service for our customers and our drivers. RoadOne fully supports the UP–NS merger because it will strengthen the intermodal supply chain and help us serve shippers better than ever."

Best regards,

Ken Kellaway,

President & CEO

One Kellaway Drive, Randolph, MA 02368

RoadSafe®
TRAFFIC SYSTEMS
Life on the road

8750 W. Bryn Mawr Ave|Suite 400|Chicago|Illinois|60631|P 773-724-3300|F 773-864-9477

Dave Meirick
President & Chief Executive Officer
dmeirick@roadsafetraffic.com

September 25, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

RoadSafe Traffic Systems, Inc. ("RoadSafe") is providing this correspondence to express its support for the proposed merger by and between Union Pacific and Norfolk Southern.

RoadSafe has enjoyed more than a decade-long relationship with Union Pacific. We provide traffic control services to the railroads so that they may perform maintenance and upgrades to their tracks, particularly at railroad crossings. Our job is to ensure that not only are the rail workers provided a safe work zone to perform their activities, but also that the traveling public and the communities in which they operate have an informed and safe route to travel while these operations are ongoing. Maintenance of tracks and upgrades to crossings are an integral part of America's infrastructure and we are proud to be a part of it.

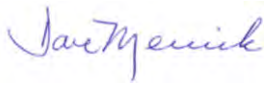
We believe that the proposed merger will yield significant benefits for RoadSafe and the community at large, including:

- **Increased coverage:** As we have a national footprint, RoadSafe anticipates that this merger would allow it to provide its services to a greater coverage area, bringing consistency of the traffic control industry's best practices that it currently provides to Union Pacific while growing our business at the same time.
- **Conformity of Best Practices:** Union Pacific has provided a steady, reliable and transparent environment for RoadSafe. It has put safety first in its operations and understands that this is paramount above all else. In our unique industry, having a partner that appreciates and champions this principle truly services the community at large. Through this merger, consistency of safety best practices could more easily be achieved.
- **Increased Maintenance Activities:** Through this proposed merger, RoadSafe would expect that the resulting entity would be better positioned to invest in its infrastructure, technology and most importantly, safety. Companies like RoadSafe would benefit from

these anticipated improvement activities as the railroad strives to provide faster and more reliable service routes.

RoadSafe was pleased to learn of this proposed merger and the positive impact it could have not only on our company, but on America's infrastructure as well. In its review, we encourage the Board to consider the opportunities for various vendors, including safety vendors, to provide better and more consistent services amongst America's railroads.

Sincerely,



Dave Meirick

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Robinson Construction Group LLC strongly supports the proposed merger with Norfolk Southern.

At Robinson Construction Group LLC, we provide grading, excavation, road repair, sub grade improvement and snow removal which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eric Robinson
Managing Member
Robinson Construction Group LLC
Phone #801.376.8691

cc:
Member Schultz
Member Hedlund

Rock Supremacy

65175 N Hwy 97, Bend, OR 97701
Office: 541.383.ROCK (7625)
Fax: 541-389-1335
Web: rocksupremacy.com **E-mail:** rowan@rocksupremacy.com

Letter of Support

Date: 12/12/2024

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Rock Supremacy LLC strongly support the proposed merger with Norfolk Southern.

At Rock Supremacy LLC, we provide slope stabilization, tunnel rehabilitation, and rockfall mitigation services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Rowan Anderegg

President/Managing Member

Rock Supremacy LLC

E: rowan@rocksupremacy.com

P: 541.383.7625

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results,

performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.



October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, **Rockstars Slope Stabilization LLC** strongly supports the proposed merger with Norfolk Southern.

At Rockstars Slope Stabilization, we provide **specialized geotechnical construction and slope stabilization services**, including **drill and blast operations, shotcrete application, soil nailing, rock bolting, and structural excavation** — all essential to maintaining safe and reliable rail infrastructure across the western United States.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** The combined network's broader geographic footprint will allow us to better serve our customers and reach new ones across more regions.
- **Improved Service Reliability:** The merged network will offer more direct routes and increased operational flexibility, reducing service interruptions that can impact project timelines and delivery of our services.
- **Reduced Transit Times:** By eliminating interchanges and streamlining logistics, the combination will shorten delivery times for critical materials and equipment, improving efficiency and lowering inventory costs.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and safety initiatives — which directly supports the continued growth of key suppliers like us.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like Rockstars Slope Stabilization and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

K. Laviolette

Katy Laviolette
Vice President
Rockstars Slope Stabilization LLC
[Phone: (503)-812-8866
[Email: Rockstars.Justinl@gmail.com
[Website: www.rockstarsstabilization.com]





No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall

there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities

shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These

statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined

company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some

cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any

variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking

statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined

company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the

occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern

providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant

costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other

conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the

expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take

longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary

policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses

as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive

merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of

Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will

be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the

Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's

customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of

additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to

redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or

business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to

successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline

accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern,

including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio

incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology

infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year

ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K

for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the

"Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those

expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the

website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by

applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or

otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of

Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The

definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC

other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or

Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY

STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN

CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY

AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND

RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website

maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website,

https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at

https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed

with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to

Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union

Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union

Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus,

which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in

connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the

SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions

with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to

Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of

Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have

been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership

Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025

Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at

https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the

directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk

Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance

and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report,

as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to

Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern

have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in

Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Safety Services & Supply, Inc. strongly supports the proposed merger with Union Pacific.

At Safety Services & Supply we provide traffic control services which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Andrea Janka
President
Safety Services & Supply, Inc.
Email: andrea@ssstraffic.com

cc:
Member Schultz
Member Hedlund

saicon

We deliver beyond expectation.

August 7, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Saicon is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Saicon is a certified IT consulting company headquartered in Overland Park, Kansas. Founded in 1999, Saicon has expanded to 9 locations in the US and 3 locations globally, with over 700 employees. The company is known for its recruitment services and has a strong commitment to client satisfaction through its high standards of security, quality, and best practices in the space of technology.

Since becoming a strategic partner of Union Pacific in 2020, Saicon has supported several high-visibility technology programs including technology evolution and modernization, project management, user experience and design, and platform data modernization. In every program and deployment, it has been our experience that Union Pacific approaches technology with an innovative mindset, pursuing the art of what's possible while maintaining high standards of business continuity and customer experience excellence.

As a national and global services provider, we understand the importance of rail to our national critical infrastructure and the broader impact to the global markets we serve. We also have the pleasure of serving many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent commitment to stability, growth and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity:** The combined network will offer more transparent supply chain visibility, thus enabling solutions that partners like Saicon develop and partner to deploy to better serve supply chain operations.
- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers. Rather than a siloed technology experience for customers, they will benefit from unified solutions, benefitting rail as a competitive mode.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Innovation:** Sheer scale of operations, financials, supply, human resources, and emerging tech will provide a larger and faster return on innovation. Solution deployment value will be multiplied.

saicon

We deliver beyond expectation.

Finally, as a small, US-headquartered business, we've also seen firsthand how Union Pacific builds America by creating opportunities for businesses like ours to provide value-added services to their organization and develop innovative technological solutions that power their daily operations.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Saicon has witnessed while working with Union Pacific during our long-term engagements. We've seen direct precision execution of large scale, highly impactful technology transitions. Done in a surgical, and methodical way, with emphasis on business continuity and customer experience as unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

8/7/25

Sincerely,
Swati Yelmar
President
Saicon Consultants Inc
Phone: 913-553-2661
Slokre@saiconinc.com

Saint Holdings, LLC

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a longtime developer of Union Pacific served industrial parks, Saint Holdings, LLC is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our parks depend on efficient, reliable, and cost-effective rail service to meet the needs of our diverse range of rail served customers and ensure the safe, timely delivery of products across the country. At Saint Holdings we support economic development by attracting employers that produce and ship a wide range of products to several markets, internationally and domestically. Having developed two Union Pacific Focus Sites, we see every day how the American freight rail network is a critical component of our supply chain, allowing our partners to move large volumes efficiently and sustainably. We understand the importance of rail to our employees, our products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that Saint Holdings has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more consumers], faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.



Sincerely,
Jackob Andersen
President & CEO
Saint Holdings, LLC
jandersen@saintholdings.com

cc: Member Schultz
Member Hedlund

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Savage III, Inc. strongly supports the proposed merger with Norfolk Southern.

At Savage III, Inc., we provide multiple mobile armed uniformed private security officers continuously 24 hours/ 7 days per week/ 365 days per year to supplement the Union Pacific Police Department's effort to deter cargo container burglaries at multiple railyards across South Western States, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Lorenzo Robert Savage III
Chief Executive Officer
Savage III, Inc.
Email: rob@savageiii.com

Cell: 213-703-4648

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have

been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Scott R. Beckman Trucking, Inc.
22537 W Renwick Rd
Plainfield, IL 60544
(815)744-3780
Fax: (815)744-3775

9/25/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Scott R Beckman Trucking Inc strongly supports the proposed merger with Norfolk Southern.
At Scott R Beckman Trucking Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Allan Beckman
Vice President
Scott R Beckman Trucking Inc.
a.beckman@srbtrucking.com

cc: Member Schultz
Member Hedlund

SEMA CONSTRUCTION, INC.
303.627.2600 ▪ www.sema.inc

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, SEMA Construction, Inc. strongly supports the proposed merger with Norfolk Southern.

SEMA provides construction, design, and management services to the rail industry, including Union Pacific. The partnership between SEMA and Union Pacific is essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eric J. Strobel

Eric Strobel
Chief Legal Officer
Corporate Secretary
O 303.991.4533 | C 651.338.7044
estrobel@sema.inc
7353 S. Eagle St., Centennial, CO 80112

cc: Member Schultz
Member Hedlund

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Service Express is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Service Express is a global leader in data center infrastructure, maintenance, and hardware solutions. Since 1993, they have focused on delivering the best customer experience while empowering employees to reach their goals. Service Express provides end-to-end strategic infrastructure and data center solutions, driven by a people-powered approach that cultivates growth and innovation. Their commitment to sustainability, diversity, and social responsibility is reflected in their certifications and corporate initiatives. By building exceptional teams, technologies, and processes, Service Express drives greater value and success for customers, partners, and employees.

Service Express has been a strategic technology partner to Union Pacific since 2020, playing a central role in powering UP infrastructure and enabling our business-critical operations.

Service Express has partnered with Union Pacific to help support and maintain its mainframe and storage environment. In every program and deployment, it has been our experience that Union Pacific approaches technology with an innovative mindset, pursuing the art of what's possible while maintaining high standards of business continuity and customer experience excellence.

As a strategic partner, Service Express understands the importance of rail to our national infrastructure and the importance of streamlined IT infrastructure at the heart of maintaining commerce. We also have the pleasure of serving many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent commitment to safety, growth and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity**: The combined network will offer more transparent supply chain visibility, thus enabling products like ours to better serve supply chain IT needs. The modern environment Union Pacific operates with today makes them a true plug-and-play supply chain partner with a bedrock of secure, efficient IT environments.

- **Enhanced Customer Experience**: The combined network will enable rapid deployment of capabilities to a broader set of customers in a secure and connected manner.

- **Increased Investment**: The transcontinental railroad will be better positioned to invest in security, infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Innovation & Efficiency**: Sheer scale of network in a combined transcontinental railroad will enable broader technological innovation, and efficiency, improving customer and supplier experiences by advancing at scale the frameworks Union Pacific employs.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that Service Express has witnessed while working with Union Pacific during our long-term engagements. We've seen direct precision execution of large scale, highly impactful technology transitions. Done in a highly secure and surgical way, with emphasis on business continuity and customer experience as unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Mike Bradley

Mike Bradley
Legal Counsel
Service Express, LLC

mbradley@serviceexpress.com

cc: Member Primus
Member Schultz
Member Hedlund

servicenow

ServiceNow
www.servicenow.com

2225 Lawson Lane
Santa Clara, CA 95054

Tel +1 (408) 501-8550
Fax +1 (408) 501-8550

10/3/2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-term strategic partner of Union Pacific, ServiceNow is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

ServiceNow has been an integral part of the IT world for two decades, bringing cloud-based AI-enhanced technology to organizations around the globe. ServiceNow's solution empowers any industry to keep work flowing quickly and seamlessly, all while removing complexity for end users. We specialize in providing simplified experiences, purposeful automation, and organizational agility. ServiceNow's global operations are characterized by our ability to adapt to the needs of different markets and industries. ServiceNow's commitment to innovation and customer satisfaction is evident in our continuous investment in research and development and focus on providing scalable solutions that drive business outcomes.

ServiceNow's strategic partnership with Union Pacific is tied to their enterprise vision to achieve digital transformation with a goal to leapfrog the industry and enable enterprise outcomes like safety, service and operational excellence. We've supported Union Pacific's vision to apply our toolkit to safer operations, proactively identifying opportunities to de-risk the day-to-day rail operations. As a global provider, we understand the importance of rail to our national infrastructure and the markets we serve and recognize the approach Union Pacific is taking to transform and innovate with thoughtful, customer-centric solutions. With our broad view of both US and global commerce, we understand firsthand how investments in technology transformations represent commitment to stability, growth and innovation.

servicenow

ServiceNow
www.servicenow.com

2225 Lawson Lane
Santa Clara, CA 95054

Tel +1 (408) 501-8550
Fax +1 (408) 501-8550

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

- **Improved Supply Chain Connectivity:** The combined network will offer more transparent supply chain visibility, thus enabling products like ours to better serve supply chain process automation and AI-enabled decision support. The modern environment Union Pacific operates with today makes them a true plug-and-play supply chain partner.

- **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers. As a supplier of several UP customers, this will act to multiply their own technology-enabled business practices and enhance their experience with rail.

- **Increased Investment**: The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

- **Safety**: Scaling our toolkit to leverage AI in the safety space across the transcontinental network will offer a multiplied value in terms of de-risking the industry via technology, making rail safer.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy. We also want to acknowledge the scale and precision that ServiceNow has witnessed while working with Union Pacific during our partnership. We've seen thoughtful precision applied to the execution of large scale, highly impactful technology transformations. Done in a surgical, and methodical way, with emphasis on business continuity and customer experience as unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

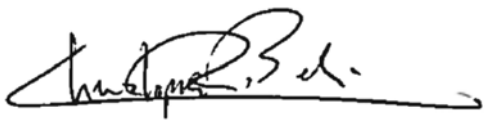
Sincerely,

Chris Bedi

Chief Customer Officer and Special Advisor to the Chairman for AI

ServiceNow

650-224-3724



SEWARD COUNTY
DEVELOPMENT
CORPORATION

303 N Kansas Ave Ste. 101
Liberal, KS 67901
620-604-5136
info@swks.org

October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:
As a community leader in southwest Kansas, reliable rail service is essential for our local economy, businesses and residents. My region is known for large-scale agriculture and biofuels, both of which rely heavily on rail service. The proposed Union Pacific–Norfolk Southern merger offers an opportunity to strengthen these connections and deliver long-term benefits.

The merger promises faster, more dependable service, reduced congestion and expanded market reach for our businesses. It also means continued investment in rail infrastructure – enhancing safety, creating jobs and ensuring our community remains competitive in a growing economy.

On behalf of the Seward County Development Corporation, I respectfully urge the Surface Transportation Board to approve this merger so we can take advantage of the efficiencies, investments and opportunities it will bring - connecting our communities regionally, nationally and across the globe.

Sincerely,

Eli Svaty
Seward County Development Corporation

09/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Shamrock Express Div of ARL Network strongly supports the proposed merger with Norfolk Southern.

At Shamrock Express Div of ARL Network, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ben Niswonger
President
Shamrock Express Div of ARL
904-451-3984

Ben.niswonger@shamrockintermodal.com

cc: Member Schultz
Member Hedlund

SHEL-BAR
ELECTRONIC INDUSTRIES LTD

Tuesday October 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Shel-Bar Electronic Industries Inc. strongly supports the proposed merger with Norfolk Southern.

At Shel-Bar Electronic, we provide on board video monitoring and data collection technology as well as components for rail yard management, we design and supply the systems with Union Pacific to deploy, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Sheldon Grollmuss
CEO
Shel-Bar Electronic Industries Inc.
713-624-0665

cc:
Member Schultz
Member Hedlund

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sheppard's Business Interiors, Inc. strongly supports the proposed merger with Norfolk Southern.

At Sheppard's Business Interiors, we provide consulting, furniture and related products as well as various services regarding workplace, education and healthcare environments, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Stephen C Hoover
President and Chief Operating Officer
Sheppard's Business Interiors, Inc.
(402) 343-2431
shoover@sbi-omaha.com

cc: Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.



PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

SHOWTIME TRANSPORTATION

TAMPA BAY | NATIONWIDE

11/11/25

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Showtime Transportation of Tampa Inc is pleased to express our strong support for the proposed merger with Norfolk Southern.

At Showtime Transportation of Tampa Inc, we provide corporate ground transportation services worldwide. Our services play an important role in supporting corporate logistics and travel, ensuring safe, efficient, and professional transportation for our clients and their teams. The reliability and strength of the American freight and transportation network are vital to our continued success and to the overall efficiency of commerce across the country. It is our commitment to provide personalized services by paying attention to all the small details and by delivering consistent, on-time, safe transportation for all our clients at Union Pacific.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth**: Union Pacific has long fostered a culture of operational excellence and partnership with its vendors. We anticipate continued growth opportunities as the company expands its service capacity through the merger.

- **Improved Service Reliability**: The combined network will enhance scheduling consistency and reduce logistical disruptions that impact supplier coordination and delivery.

- **Reduced Transit Times**: By streamlining coast-to-coast routes, the merger will eliminate delays caused by interchanges and improve the speed and reliability of freight and transportation services.

- **Increased Investment**: The new transcontinental system will strengthen the capacity for investment in infrastructure, technology, and sustainability—improvements that ultimately benefit the entire transportation supply chain.

- **Expanded Reach**: A unified coast-to-coast rail network will enhance connectivity and create new opportunities for regional and national suppliers to serve a broader market base.

We recognize and respect the importance of the regulatory review process and encourage the Board to consider the significant positive impacts this merger will have on suppliers, customers, and the national economy.

Thank you for your time and consideration. We look forward to continued partnership and innovation as this merger ushers in a new era for American rail transportation.

Sincerely,

David Di Domenico

Vice President

Showtime Transportation of Tampa Inc

844-377-7469 | Davidd@showtimetampa.com | www.showtimetampa.com

SIEMENS

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Siemens Mobility strongly supports the proposed merger with Norfolk Southern.

At Siemens Mobility, we provide cutting-edge signaling and crossing systems, predictive maintenance technologies, and software solutions for training planning and PTC operations—developed and manufactured in the U.S.—which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger. As the leading provider of rail signaling, automation, and software solutions, Siemens is uniquely positioned to deliver the advanced products and software solutions needed to integrate and optimize the combined network.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones and enhance interoperability and efficiency across a unified transcontinental rail network.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services. This creates a stronger platform for implementing smart signaling and real-time monitoring systems that improve safety and reliability.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling the industry to deliver more

Siemens Mobility, Inc.
7464 French Road
Sacramento, CA 95828
USA
www.usa.siemens.com

SIEMENS

goods to more customers. Faster, more predictable freight flows also create opportunities for advanced software solutions and predictive maintenance solutions to enhance network fluidity and customer service.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business, which we will support through U.S.-based manufacturing of advanced rail technologies—reinforcing our role as a trusted partner in delivering future-ready rail solutions built in America.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Tobias Bauer
Acting CEO
Siemens Mobility Inc.

cc:

Member Schultz
Member Hedlund

NOVEMBER 10TH, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sierra Snowcats Inc. strongly supports the proposed merger with Norfolk Southern.

At Sierra Snowcats Inc. , we provide contracting services including snow removal, avalanche mitigation, and additional support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

Increased investment from the railroad translates to increased investment in our own business. We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.
Sincerely,



Matthew Saale
Owner/ Founder
Sierra Snowcats Inc.
Cell Phone: (775) 224- 7206
Email: Matt@baehrtech.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other



approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or



operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED



WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website,
https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to
Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website



at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

7808 S. 207TH CT
KENT, WA. 98032

O: 253-277-7784
F: 253-479-6618
E: DISPATCH@SINGHTRUCKLINES.COM

Oct 6th, 2025

To:
The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a proud supplier to Union Pacific, Singh Trucklines LLC strongly supports the proposed merger with Norfolk Southern. At Singh Trucklines LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

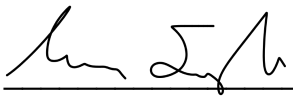
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Oct 6th, 2025

Jora Singh
President
Singh Trucklines LLC

PERFORMANCE
INTERMODAL, LLC

September 09,2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Skyline Express DBA Performance Intermodal strongly supports the proposed merger with Norfolk Southern.

At Skyline Express DBA Performance Intermodal we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

PERFORMANCE
INTERMODAL, LLC

Alexis Hayes

Alexis Hayes
Credit Manager
Skyline Express DBA Performance Intermodal
alexis.hayes@skylinedray.com

PH# 717-794-7028

cc: Member Schultz
Member Hedlund

Slaten.

October 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Slaten Construction, Inc. strongly supports the proposed merger with Norfolk Southern.

At Slaten Construction, Inc., we provide maintenance and railroad support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Frank Cesarone
Chief Financial Officer
Slaten Construction, Inc.
630-454-7182

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are “forward-looking statements” within the meaning of the “safe harbor” provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific’s, Norfolk Southern’s or the combined company’s actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like “may,” “will,” “could,” “would,” “should,” “expect,” “anticipate,” “believe,” “project,” “estimate,” “intend,” “plan,” “pro forma,” or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific’s, Norfolk Southern’s or the combined company’s control, including but not limited to, in addition to factors disclosed in Union Pacific’s and Norfolk Southern’s respective filings with the U.S. Securities and Exchange Commission (the “SEC”): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the “Transaction”); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties’ businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific’s and Norfolk Southern’s management’s attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party’s operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party’s businesses into the other’s businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific’s or Norfolk Southern’s customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific’s issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific’s indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific’s, Norfolk Southern’s and the combined company’s ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific’s or Norfolk Southern’s network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern’s environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under “Risk Factors” in Norfolk Southern’s Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific’s most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the “Union Pacific Annual Report”), as well as Union Pacific’s and Norfolk Southern’s subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific’s and Norfolk Southern’s website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the “Registration Statement”), which will include a prospectus with respect to the shares of Union Pacific’s common stock to be issued in the Transaction and a joint proxy statement for Union Pacific’s and Norfolk Southern’s respective shareholders (the “Joint Proxy Statement/Prospectus”). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific’s website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific’s Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern’s website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern’s Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

October 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Snelten Inc., strongly supports the proposed merger with Norfolk Southern.

At Snelten, we have provided roadway maintenance, snow removal, trucking, and excavating since 1985, which are essential to the safe and smooth operation of freight rail service across the country.

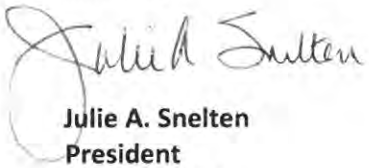
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

Business growth: UP fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact deliver of our products and services.
Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Julie A. Snelten
President
SNELTEN INC.
815 356-6500

Cc: Member Schultz
Member Hedlund

SNS LOGISTICS LLC

9/30/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, SNS LOGISTICS LLC strongly supports the proposed merger with Norfolk Southern.

At SNS LOGISTIS LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

RANJIT MAHAL

OWNER SNS LOGISTICS LLC

cc: Member Schultz
Member Hedlund

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Southeast Unlimited LLC respectfully submits this letter in support of the proposed merger with Union Pacific.

Our company provides horizontal boring & tunneling for railroad and DOT culverts, along with other track engineering services that are critical to the integrity and efficiency of freight rail operations nationwide. We believe this merger represents a transformative opportunity with clear benefits for both the rail industry and its supply chain.

Specifically, the merger is expected to:

- **Promote Business Growth:** Norfolk Southern has consistently cultivated strong partnerships with its suppliers, encouraging safe, efficient, and cost-effective solutions. We anticipate that the expanded network will create new opportunities for growth as supply demands increase.
- **Encourage Investment:** A transcontinental railroad will be positioned to increase investment in infrastructure, technology, and equipment. These advancements will strengthen safety, capacity, and service quality, while also stimulating investment and innovation within the supplier community.

We fully recognize the importance of the regulatory review process and encourage the Commission to carefully weigh the merger's potential to strengthen supply chains, enhance competitiveness, and support broader economic growth.

Thank you for your consideration. We remain committed to supporting Norfolk Southern and look forward to contributing to the success of this merger.

Respectfully,

Bobby Perkins

Project Manager

Mobile (434) 851-9428

10/6/2025

Southland TRANSPORTATION

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Southland Transportation dba Desert Transfer strongly supports the proposed merger with Norfolk Southern.

At Desert Transfer , we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Patricia Alvarez 10/6/25

Patricia Alvarez
President
Southland Transportation dba Desert Transfer
602 272-6671

cc: Member Schultz
Member Hedlund

SPARROW
LOGISTICS

10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sparrow Logistics LLC strongly supports the proposed merger with Norfolk Southern.

At Sparrow Logistics we provide multiple modes of transportation services for the railroad industry. We specialize in time-critical, heavy haul and open deck transportation tailored to the unique demands of the railroad industry which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones. Bringing in expansion opportunity to our carrier network across the country.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Zach Feyerherm

Zach Feyerherm
Founder & Principal

Sparrow Logistics, LLC
11850 Nicholas Street STE 220

Omaha, NE 68154

531-206-8500

cc:
Member Schultz
Member Hedlund

10-15-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, SPD Transfer Services strongly supports the proposed merger with Norfolk Southern.

At SPD, we provide services for open top loads, intermodal loads, and derailments, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers,

faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Trey Fruehling
President
SPD Transfer Services
913-216-1815

cc:

Member Schultz
Member Hedlund

SPECIALIZED PROFESSIONAL SERVICES, INC.
SPSI
300 Commercial Drive
Washington, PA 15301
24 HOUR SERVICE 1-877-228-SPSI
(724) 228-2700
Fax (724) 228-2303
www.callspsi.com

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Specialized Professional Services, Inc. strongly supports the proposed merger with Union Pacific.

At Specialized Professional Services, Inc., we provide a variety of emergency and non-emergency support services for hazardous materials and environmental safety, compliance, and remediation, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times. Moreover, reduced transit times will lower risk of time-sensitive hazmat shipments, thus improving hazmat transportation safety.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Drew McCarty

President

Specialized Professional Services, Inc.

mccarty@callspsi.com

cc:
Member Schultz
Member Hedlund

SPERRY®

Sperry Rail, Inc.
5 Research Drive
Shelton, CT 06484
USA

Tel: +1.203.791.4500
Fax: +1.203.797.8417
www.sperryrail.com

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sperry, strongly supports the proposed merger with Norfolk Southern.
At Sperry we provide Rail Flaw Detection Equipment, Services and Software including leading edge technologies which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Robert DiMatteo
Vice President, Global Business Development

Sperry Rail, Inc.
5 Research Drive
Shelton, CT 06484
USA

Tel: +1.203.791.4500
Fax: +1.203.797.8417
www.sperryrail.com

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Sperry Rail, Inc.
5 Research Drive
Shelton, CT 06484
USA

Tel: +1.203.791.4500
Fax: +1.203.797.8417
www.sperryrail.com

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

STAGECOACH
CARTAGE & DISTRIBUTION, LLC.

CONTRACT CARRIER NATIONWIDE ICC MC 196747 LOCAL CARTAGE AND WAREHOUSING

October 2, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Stagecoach Cartage & Distribution strongly supports the proposed merger with Norfolk Southern.

At Stagecoach Cartage & Distribution we provide Intermodal, Local Cartage and Transloading, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

P.O. BOX 26517 EL PASO, TEXAS 79926 ADMIN: (915) 779-8315 DISPATCH (915) 772-8659
www.stagecoachcartage.com

Sincerely,

Joseph Bennett
Division Manager Local & Customs
Stagecoach Cartage & Distribution

Joseph.bennett@stagecoachcartage.com

915-779-8315 ext. 1045

cc: Member Schultz
Member Hedlund

STANDARD STEEL
Since 1795

10/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Standard Steel, LLC. strongly supports the proposed merger with Union Pacific.

At Standard Steel, we provide forged railway wheels and axles which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Yukiteru Takeshita

Yukiteru Takeshita
President/CEO
Standard Steel, LLC
ytakeshita@standardsteel.com

STANDARD STEEL
Since 1795

cc:
Member Schultz
Member Hedlund

1680 N. Redding Ave
P.O. Box 243
Windom, MN 56101
Office – 507-831-4450
Toll Free – 800-642-5124

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

September 23, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Staples Oil Co., Inc. strongly supports the proposed merger with Norfolk Southern.

At Staples Oil we provide Fuel and Logistics Services directly to locomotive and maintenance equipment, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

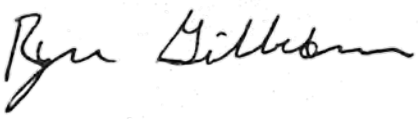
Staples OIL CO.

1680 N. Redding Ave
P.O. Box 243
Windom, MN 56101
Office – 507-831-4450
Toll Free – 800-642-5124

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Ryan Gilbertson
Chief Operating Officer
Staples Oil Co., Inc.
507-407-8972

cc:
Member Schultz
Member Hedlund

10/14/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier and carrier partner to Union Pacific, Star Transport, LLC strongly supports the proposed merger with Norfolk Southern.

At Star Transport, LLC, we provide Transportation and Fuel services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Marty Moulton
Vice President of Operations

Star Transport,LLC
mmoulton@bstcompanies.com

cc:
Member Schultz
Member Hedlund

STELLAR CONSTRUCTION

10/28/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Stellar Construction, LLC strongly supports the proposed merger with Norfolk Southern.

At Stellar Construction, LLC, we provide new construction, yard maintenance and site services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

STELLAR CONSTRUCTION

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Tally T. Sharp
Owner
Stellar Construction, LLC
Tally@StellarConstruction.pro

cc:

Member Schultz
Member Hedlund

STELLAR CONSTRUCTION

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"), the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

STELLAR CONSTRUCTION

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures"

Free copies of these documents may be obtained as described above.

STINGER
BRIDGE & IRON
STEEL GIRDER LLC DBA

10.15.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Stinger Bridge & Iron strongly supports the proposed merger with Norfolk Southern.
Stinger Bridge & Iron is the premier major bridge fabricator of the west. Our fast-turn capability and team focus result in top-quality products completed in record time. Stinger Bridge & Iron can design, detail, fabricate, deliver, and install rail bridges and bridge components per specifications, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Justin Murphy

VP / GM
Stinger Bridge & Iron
jmurphy@stingerbridgeandiron.com

cc:
Member Schultz
Member Hedlund

STRACK, INC.
EST. 1948

10/13/2025

Surface Transportation Board (STB)

Re: Norfolk Southern / Union Pacific Merger

To Whom it May Concern:

Strack, Inc. is submitting this letter in support of the merger of Norfolk Southern Railroad and Union Pacific Railroad. We feel as though this merger would foster further growth in our region through the expansion of our rail infrastructure. Expanding rail access in a singular trans-continental entity will help US consumers and shippers better serve the Southeastern United States by reducing delays and expanding routes and services.

This merger will help our local manufacturing companies provide better support to West Coast trade partners and provide critical economic development on the whole for Georgia.

Sincerely yours,

Jim Sams
Senior Vice President
Strack, Inc.
125 Laser Industrial Court
Fairburn, Georgia 30213
jims@strackinc.com

September 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Union Pacific and Norfolk Southern, Strato Technology Solutions LLC strongly supports the proposed merger with Union Pacific.

At Strato, we provide railcar and locomotive components which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded New Product Development:** Our ability to access a broader mechanical and supply chain team will allow our organization, as well as the industry as a whole, to provide new innovative products and services.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

49 Stouts Lane, Suite 7 • Monmouth Junction, NJ 08852 • Tel: 732-981-1515 • Fax: 732-981-1222
Customer Service: 800-792-0500 • Customer Service Fax: 800-3-STRATO (378-7286) • www.stratoinc.com

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Rocky Loessin

Chief Commercial Officer
Strato Technology Solutions LLC
rloessin@stratoinc.com

cc:

Member Schultz
Member Hedlund

STRYTEN ENERGY

October 17, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Stryten Energy strongly supports the proposed merger with Norfolk Southern.

At Stryten Energy, we provide KDZ branded locomotive starting batteries and ABSOLYTE single cell batteries for railroad crossing backup, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Dan Autey
EVP, Commercial
Stryten Energy
dan.autey@stryten.com

STRYTEN ENERGY

cc:

Member Schultz
Member Hedlund

STRYTEN ENERGY

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

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INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Sumitomo Corporation of Americas

Enriching lives and the world

September 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sumitomo Corporation of Americas strongly supports the proposed merger with Norfolk Southern.

At Sumitomo Corporation of Americas, we provide rails and tie plates, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Yuichi Ogawa
Division GM of Social Infrastructure Division
Sumitomo Corporation of Americas
yuichi.ogawa@sumitomocorp.com

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Sun Coast
RESOURCES, LLC
Quality Fuels & Lubricants
a RelaDyne Company

10/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

I am writing on behalf of Sun Coast Resources, LLC, a RelaDyne Company, a proud supplier of locomotive fueling services to Union Pacific for over 30 years. Additionally, we provide emergency fueling services during natural disasters, which are essential to keeping rail operations running across the country.

We want to express our strong support for the proposed merger between Union Pacific Railroad and Norfolk Southern, as we believe this partnership will yield significant benefits not only for our company but also for the broader transportation network. Those benefits include:

- **Business Growth:** The merger is expected to create a more robust and competitive railway system, which will lead to increased demand for locomotive fueling services. As Union Pacific and Norfolk Southern expand their operations, we anticipate a corresponding growth in our business.
- **Expanded Reach:** The combined network will enhance connectivity across key regions, potentially opening new markets for us. Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Reduced Transit Times:** Reduced transit times will streamline and improve rail operations that will allow us to deliver goods to our customers in a shorter timeframe.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, more advanced technology and modern equipment, further improving service quality, capacity and safety. As the railroad invests more in its operations, it creates a ripple effect that translates into increased investment opportunities for our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Sun Coast RESOURCES, LLC
Quality Fuels & Lubricants.
a RelaDyne Company

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Eric Royse
Chief Executive Officer
eric.royse@reladyne.com
Direct: 713.969.3780

cc:
Member Schultz
Member Hedlund

October 31st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Sunland Asphalt & Construction, LLC strongly supports the proposed merger with Norfolk Southern.
At Sunland Asphalt, we provide rail infrastructure maintenance of asphalt paving, concrete and striping which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Michael Thompson
President of Operations – Mountain & Southeast
Sunland Asphalt & Construction LLC
602-323-2800
michaelt@sunlandasphalt.com

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

09/24/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, SUNRISE TRUCKING INC strongly supports the proposed merger with Norfolk Southern.

At SUNRISE TRUCKING INC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

SUNRISE TRUCKING

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

SAM GILL
PRESIDENT
SUNRISE TRUCKING INC
Sam@sunrisetruckinginc.com

cc: Member Schultz
Member Hedlund

402-296-1010
sales@superiorsales.com
2311 Lincoln Ave., Plattsmouth, NE 68048
www.superiorsales.com

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,
As a proud supplier to Union Pacific, Superior Sales supports the proposed merger with Norfolk Southern. At Superior Sales, we provide Maintenance of Way equipment and track tools, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Superior Sales as a Union Pacific supplier and partner, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Scott Anderson
VP Sales
Superior Sales and Service
Scott@Superiorsales.com

cc:
Member Schultz
Member Hedlund

Swinter Group, Inc. ❄ 5730 Wise Avenue ❄ St. Louis, Missouri 63110
Main: (314) 678-0114 ❄ Fax: (314) 678-0116 ❄ Web: www.swintergroup.com

Wednesday, October 15th, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Swinter Group, Inc. strongly supports the proposed merger with Norfolk Southern.

At Swinter Group, we provide snow and ice management services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Ken Boegeman
President – Swinter Group, Inc.

KB/kb

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and

investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

SYFAN LOGISTICS

IN GOD WE TRUST

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Syfan Logistics, Inc. strongly supports the proposed merger with Norfolk Southern.

At Syfan Logistics, Inc., we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Syfan Logistics, Inc.

Denise Nix

Denise Nix, CFO
denise.nix@syfancorp.com

cc: Member Schultz
Member Hedlund

TDS
Collection Service Inc

TDS
Torrington, WY
Est. 1972

Phone (307) 532-7515
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FED. ID. #83 0277738
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P.O. Box 696
Torrington, WY 82240
www.tdswy.com

October 29, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TDS Collection Service, Inc. strongly supports the proposed merger with Norfolk Southern.

At TDS, we provide refuse collection, derailment mitigation services, portable and temporary restrooms, as well as the cleanup, hauling, and disposal of contaminated soils. These services are essential to the safe, reliable, and uninterrupted operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business has the potential to grow as the company's demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and the potential to reach new ones.
- **Improved Service Reliability:** The combined network will offer increased opportunities.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad has the ability to elevate investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



TDS
Collection Service Inc

TDS
Torrington, WY
Est. 1972

Phone (307) 532-7515
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Josh Saxton
Project Manager/Superintendent
TDS Collection Service, Inc.
2126 East A Street
Torrington, WY 82240
307-532-7515
jsaxton@tdswy.com

cc:

Member Schultz
Member Hedlund

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No Offer or Solicitation

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CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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Collection Service Inc

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PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

TEE PEE CONTRACTORS, INC.

3095 N Lear Ave
Casa Grande AZ 85122

October 28, 2025

The Honorable Patrick J Fuchs – Chairman
Surface Transportation Board
395 E Street SW
Washington DC 20423

Subject: Support for Union Pacific & Norfolk Southern Merger

Dear Chairman Fuchs

As a proud supplier to Union Pacific, Tee Pee Contractors Inc, strongly supports the proposed merger with Norfolk Southern.

At Tee Pee Contractors Inc, we provide underground dry utilities, which are essential to the safe & smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers & partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient & cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers & reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes & increased operational flexibility, helping reduce service interruptions that can impact delivery of our products & services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business & employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology & equipment, further improving service quality, capacity & safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us & the broader economy.

TEE PEE CONTRACTORS, INC.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kermit Schafersman

Kermit Schafersman
President of Construction
Tee Pee Contractors Inc
3095 N Lear Ave
Casa Grande AZ 85122
office – 520.836.8513
cell – 520.280.1029
fax – 520.836.6306
kermit@teepeecontractors.com

cc: Member Schultz
Member Hedlund

TELEMETRY &
PROCESS CONTROLS, INC.

640 Hayward Ave. N, Oakdale, MN 55128
(651) 430-0435 fax: (651) 430-0783

10/06/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Telemetry and Process Controls, Inc. (TPC) strongly supports the proposed merger with Norfolk Southern.
At Telemetry and Process Controls, Inc. (TPC), we provide PLC/HMI control systems for the following systems at UP, IWWTP, IW, DFO, Tank and Haul, and Sand-Tower. This includes 24/7 field repair services, which are crucial to the safe and seamless operation of freight rail services across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply demands expand following the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to serve our customers better and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an integral part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Dan Edison

Dan Edison
Officer
Telemetry and Process Controls, Inc.
Dedison@tpcusa.con
cc:
Member Schultz
Member Hedlund

TPC TELEMETRY & PROCESS CONTROLS, INC.
640 Hayward Ave. N, Oakdale, MN 55128
(651) 430-0435 fax: (651) 430-0783

10/06/2025

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

TELIS ELECTRONIC SERVICES, INC

11/3/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TELIS Electronic Services, Inc. strongly supports the proposed merger with Norfolk Southern.

At TELIS Electronic Services, Inc we provide repair of electronic and electromechanical components on the locomotive which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jeremy Jorgenson



President

612-408-9131, jeremyjorgenson@teliselectronicservices.com

TELIS Electronic Services, Inc, 8290 Main St NE, STE 27, Fridley, MN 55432

cc:

Member Schultz
Member Hedlund

TexAmericas CENTER®
107 CHAPEL LANE | NEW BOSTON, TEXAS 75570

October 6, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

TexAmericas Center, a 12,000-acre industrial park in Northeast Texas, is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of our tenants and ensure the safe, timely delivery of their products across the country. At TexAmericas Center, our current and future tenants need to have the ability to transport a wide variety of products to markets across the USA or ship intermodal containers throughout the world. The American freight rail network is a critical component of the national supply chain, allowing our current and future tenants to move large volumes efficiently and sustainably. We understand the importance of rail to our current and future tenants, their products, and our national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that TexAmericas Center has a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific users like our current and future tenants, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling our current and future tenants to deliver more goods to end users faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow our current and future tenants to better serve their current customers and reach new ones.

ph: 903-223-9841 | fax: 903-223-8742 | texamericascenter.com

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours, our current tenants, our future tenants, and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring to our current and future tenants at our 12,000-acre industrial park.

Sincerely,

Scott Norton
Executive Director & CEO

cc: Member Schultz
Member Hedlund

October 13, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, The L C Whitford Co. Inc. strongly supports the proposed merger with Union Pacific.

At The L C Whitford Co. Inc., we provide Construction Services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely, Dave Faulkner

Dave Faulkner
Senior Project Manager
The L C Whitford Co. Inc.
C. 585 808 3725, email: dfaulkner@lcwhitford.com

cc:
Member Schultz
Member Hedlund

THE
ROMNEY GROUP

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As the owner and developer of the 1,800-acre rail served Lakeview Business Park located in Grantsville, Utah, The Romney Group is writing to you to express our support for the proposed merger between Union Pacific and Norfolk Southern. We have worked with our partners to reactivate a short line rail road to service our Park.

Our current and future Tenants will depend on efficient, reliable, and cost-effective rail service to meet the needs of their customers and ensure the safe, timely delivery of their products across the country. At The Romney Group, we support our current and future Tenants who plan to transport products like protein for cold storage, lumber for truss and panel manufacturing, paper rolls for packaging production, resin for plastics manufacturing and other raw and finish materials and goods to both domestic and international markets. The American freight rail network is a critical component of our Tenant's supply chain, allowing them to move large volumes efficiently and sustainably. We understand the importance of rail to our Tenants' employees, their products, and the national economy. We also understand firsthand how these rail networks need new investments, and new commitments for growth and innovation, so that out Tenants' can have a bright future.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific's partners like us, including:

- **Improved Service Reliability:** The combined network will offer more direct routes and greater flexibility, minimizing the risk of service disruptions.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling our Tenants to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.
- **Expanded Reach:** The ability to access a broader geographic footprint will allow better customer service and reach new ones.

THE
ROMNEY GROUP

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



Anthon Stauffer
Chief Investment Officer
The Romney Group

cc: Member Schultz
Member Hedlund

TIDEWATER

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Tidewater Terminal Company strongly supports the proposed merger with Norfolk Southern.

Tidewater Terminal Company provides fuel supply chain logistics and terminal services to Union Pacific at its main classification yard in Hinkle, Oregon. The timely and efficient provision of these services are essential to keeping commerce moving and the timely and smooth operation of Union Pacific rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply chain demands expand as a result of the merger.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to potentially expand our services and reach new customers.

- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions resulting in more consistent freight volumes and increased fuel requirements.

- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, which supports volume growth and concomitant demand for our supply chain services.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Aaron H Degodny
Executive Vice President and Chief Commercial Officer
Tidewater Terminal Company
Aaron.degodny@tidewater.com

cc: Member Schultz
Member Hedlund

9/30/25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Titan Intermodal strongly supports the proposed merger with Norfolk Southern.

At Titan Intermodal, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brandon Adams
President
Titan Intermodal
badams@Titan-Intermodal.com

cc: Member Schultz
Member Hedlund

TODD HELDT
EXCAVATING & PAVING

Oct. 14, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Todd Heldt Excavating, Inc. strongly supports the proposed merger with Norfolk Southern. At Todd Heldt Excavating, Inc. we provide pedestrian and vehicle crossing restoration services, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Todd Heldt
President
Todd Heldt Excavating, Inc.
916-791-7593



October 27, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Tom's Construction strongly supports the proposed merger with Norfolk Southern.

At Tom's Construction, we provide roadway worker services for Union Pacific, including track maintenance support, asphalt paving, and site preparation on rail properties, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Tom Korinko
President
Tom's Construction
(630) 417-3218

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT



In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above

TONY WINKEL CONSTRUCTION

10/28/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Tony Winkel Construction strongly supports the proposed merger with Norfolk Southern.

At Tony Winkel Construction, we provide maintenance of way, erosion control, jack and bore and bridge work which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Loyie Winkel
Owner Loyie Winkel

Tony Winkel Construction
903 723-5174

cc:
Member Schultz
Member Hedlund

LOYIE WINKEL
STEPHEN WINKEL

ADDRESS 2767 ACR 422, Palestine, TX 75803
PHONE (903) 723-5174
FAX (903) 723-9073
EMAIL tonywinkelconstruction@yahoo.com

TOPLIFT NORTH AMERICA
280 W 63rd St. Westmont, IL 60559

October 9, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Toplift North America, Inc strongly supports the proposed merger with Union Pacific.
At Toplift North America, Inc we provide container handling equipment as well as maintenance contracts which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Best Regards,

David Shea
President
dshea@toplift.com
TOPLIFT NORTH AMERICA

cc:
Member Schultz
Member Hedlund

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Tower Systems, Inc. strongly supports the proposed merger with Norfolk Southern.

At Tower Systems, Inc., we provide telecommunications infrastructure that is essential to the safe and smooth operation of freight rail service across the country. We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply needs expand following the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to serve our customers better and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our inventory investment, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Kari L. Carlson

Kari L. Carlson, CEO

TRACK LINE

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Track Line Rail LLC strongly supports the proposed merger with Norfolk Southern.

At Track Line Rail LLC we provide a essential method for processing out of service wood railroad ties for beneficial fuel and/or renewable fuel source, which not only benefits UPRR customer base, but are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for you for consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

David Malay
CEO / Owner
Track Line Rail LLC
312-848-1812 / dmalay@tracklinerail.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC



other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

TRACK SOURCE

KEEPING YOU ON TRACK

10/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Track Source strongly supports the proposed merger with Norfolk Southern.

At Track Source, we offer railroad maintenance, asphalt and concrete cutting, road closure and large and small equipment services. We work with government and commercial clients, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Clint Birchell

Owner

Track Source

(405) 221-1118

cc:

Member Schultz
Member Hedlund

TRACKSIDE SERVICES, INC.

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Trackside Services Inc. strongly supports the proposed merger with Norfolk Southern.

At Trackside Services Inc., we provide Automated Terminal Switching Equipment, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,





Jeffrey Berka
CEO
Trackside Services Inc.

jberka@tracksideservices.com
414-581-7529

cc:

Member Schultz
Member Hedlund

TRADEMARK ELECTRIC INC.

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TRADEMARK ELECTRIC strongly supports the proposed merger with Norfolk Southern.

At TRADEMARK ELECTRIC, we provide GENERAL CONSTRUCTION, ELECTRICAL SERVICES, UTILITY SERVICES, AND EMERGENCY RESPONSE SERVICES, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

[Michelle Blessing]

Michelle Blessing

[President]
[Trademark Electric Inc.]
[Mblessing@tmelectric.com]

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The



definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

TRANSPORTES AGUIRRE

Oct 1st 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TransAguirre strongly supports the proposed merger with Norfolk Southern.

At TransAguirre, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

EDUARDO AGUIRRE

TRANSPORTES AGUIRRE
eaguirre@transaguirre.com

Trans-Continental Systems, Inc.

A Transportation Company

Local (513) 769-4774
Fax (513) 769-0239
Watts (800) 488-8726
(TRANS)

1718 Ralston Avenue - Cincinnati, Ohio 45223

September 24th

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Trans-Continental Systems Inc. strongly supports the proposed merger with Norfolk Southern.

At Trans-Continental Systems Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Lee Francis

Lee Francis
GM Intermodal Division
Trans-Continental Systems Inc.

1718 Ralston Avenue

Cincinnati Ohio 45223

O-513-769-4774

EM; LFRANCIS@TCSOHIO.COM

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TransNoble Logistics Inc strongly supports the proposed merger with Norfolk Southern.

At TransNoble Logistics, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Competitive Advantage:** The ability to increase volumes in Intermodal that will take over the road trucks off the highway.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Craig Probe

Digitally signed by Craig Probe
DN: CN=Craig Probe, O=TransNoble Logistics Inc, E=craig@transnoble.com, C=US
Reason: I am the author of this document
Location: your signing location here
Date: 2025.09.26 16:13:11-04'00'
Foxit PDF Editor Version: 11.2.5

Craig Probe
President
TransNoble Logistics Inc

cc: Member Schultz
Member Hedlund

TransPar Corporation
TRANSPARCORP.COM

8 Campbell Drive
Fort Edward, New York 12828 USA

1.877.799.8292

sales@transparcorp.com

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Transpar Corporation strongly supports the proposed merger with Norfolk Southern.
At Transpar Corporation, we provide turbochargers and turbocharger components for locomotives, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Kaz Przybyla, President and Owner, Transpar Corporation

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

Transportation Insight is pleased to express its support for the proposed merger between Norfolk Southern and Union Pacific. As a leading third-party logistics provider serving hundreds of manufacturers, distributors, and retailers across North America, we recognize this transaction as a pivotal opportunity to strengthen the nation's freight transportation infrastructure and enhance long-term supply chain competitiveness.

The combination of Norfolk Southern and Union Pacific will create an unprecedented coast-to-coast rail network, enabling faster and more reliable east-west service while eliminating many interchange inefficiencies. The integration promises meaningful improvements in velocity, service reliability, and capacity utilization that directly benefit shippers, suppliers, and logistics partners.

For Transportation Insight and the clients we serve, the merger represents several key advantages:

1. **Improved network velocity and reliability**, reducing interchange dwell and enhancing overall trip plan performance.
2. **Greater supply chain resilience**, with balanced capacity across the network and expanded routing flexibility.
3. **Operational and cost efficiency**, as the integrated rail system streamlines service and reduces dependence on congested truck corridors.
4. **Sustainability and ESG advancement**, as expanded intermodal options and longer rail hauls will lower greenhouse gas emissions, reduce highway congestion, and contribute to U.S. emission-reduction goals.
5. **Business and economic growth,** with new market connectivity that will stimulate regional investment, attract industrial development near key terminals, and create growth opportunities for suppliers, logistics partners, and local communities.

Transportation Insight believes this merger will strengthen the U.S. rail system while advancing shared goals for efficiency, sustainability, and growth. By expanding the reach and reliability of rail, the combined organization can deliver meaningful value to shippers, suppliers, and logistics partners nationwide.

We encourage the Surface Transportation Board to recognize the broad economic and environmental benefits this merger will bring to the nation's freight network.

Sincerely,

Erin Christou
Vice President, Client Services
Transportation Insight

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TLS, Inc. strongly supports the proposed merger with Norfolk Southern.

At TLS, Inc., we provide transportation and maintenance services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

TLS, INC.

George Faist
President

cc:
Member Schultz
Member Hedlund

TPSC
Transportation Products
Sales Company

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, TPSC strongly supports the proposed merger with Norfolk Southern.

At TPSC, we provide locomotive starting batteries, backup power systems including Hydrogen Fuel Cells, solar systems and generators for grade crossings, wayside train control and communication systems which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Sid Bakker
President

Transportation Products Sales Company, Inc.
84 Hubble Drive, Suite 500, O'Fallon, MO 63368
PH: 636.532.1144, FX: 636.532.1482
www.tpscrail.com

TRANSPORTES

October 1st, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Transportes Bremer SA de CV recommend and supports the merger with Norfolk Southern.

At Transportes Bremer SA de CV we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective.

We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Diego A. Bremer V.
President

TRANSPORTES

www.transportesbremer.com / tel.: (844) 488.10.57
Mariano Escobedo #359 Centro, Ramos Arizpe, Coah. C.P. 25900

TRANSPORTES ELOLA

10/01/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Transportes Elola S.A. de C.V.] strongly supports the proposed merger with Norfolk Southern.

At Transportes Ella S.A. de C.V.], we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Antonio Elola Salas

President

Transportes Elola S.A de C.V]

cc: Member Schultz
Member Hedlund

TERMINAL GUADALAJARA
Calle 4 No. 152
Col. Paseos Independencia
Parque Industrial El Salto, C.P 45680
Jalisco, Guadalajara
Tel.: (33) 3688 2452

TERMINAL MÉXICO
Carr. México - Queretaro km. 34.5
Col. Las Conchitas, C.P. 54757
Cuautitlán Izcalli, Estado de México
Tel.: (55) 5864 0110

TERMINAL MONTERREY
Jesús Treviño Montemayor No. 114
Col. CETTE, C.P. 65500
Salinas Victoria, Nuevo León
Tel.: (81) 8369 4520

TERMINAL NUEVO LAREDO
Libramiento México 2 Km. 28+198,
Col. Rancho María Luisa, C.P. 88298,
Nuevo Laredo, Tamaulipas
Tel.: (867) 711 1990

TERMINAL VERACRUZ (PUERTO)
Lote 1 y 2 Mza. 13
Fracc. Parke Industrial 2000
Av. Ingeniero Rafael, C.P. 91808
Veracruz, Ver.
Tel.: (22) 9931 0835

TRANSPORTES GASA

Sepmtember 27 of 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-standing partner and supplier to Union Pacific, Transportes Gasa is proud to express our strong support for the proposed merger with Norfolk Southern.

For more than four decades, Transportes Gasa has specialized in cross-border transportation, connecting Mexico and the United States through safe, reliable, and sustainable logistics solutions. Today, our company provides drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is a critical link in ensuring the smooth and efficient flow of freight across North America. This partnership has not only strengthened our business, but also allowed us to contribute to regional economic development and job creation.

We believe that the proposed merger will deliver meaningful benefits to companies like ours and the customers we serve, including:

- **Business Growth:** Union Pacific has consistently fostered an environment where its suppliers can thrive. We are confident that the expansion created by this merger will allow us to scale our operations to meet greater demand while continuing to provide cost-effective, safe, and innovative solutions.
- **Improved Service Reliability:** A unified network will create more direct routes and greater operational flexibility, helping reduce interruptions that affect supply chains and ultimately strengthening service to shippers on both sides of the border.
- **Reduced Transit Times:** Fewer interchanges mean shorter transit times. For us, this translates directly into faster, more predictable deliveries for customers, and an opportunity to better compete in a fast-moving marketplace.
- **Increased Investment:** With stronger financial and operational capacity, the merged railroad will be positioned to invest in modern infrastructure, technology, and equipment, further improving safety and efficiency throughout the freight network.
- **Expanded Reach:** Access to a broader geographic footprint will enable Transportes Gasa to extend our services, grow our customer base, and strengthen our role in connecting U.S. and Mexican markets.

We fully respect the importance of regulatory oversight in this process. From our perspective as a supplier directly tied to the cross-border freight network, this merger represents an opportunity to create a stronger, more competitive, and more resilient rail system that benefits not only Union Pacific and its partners, but also the wider economy.

TRANSPORTES GASA

Thank you for considering our viewpoint. We look forward to the continued innovation, growth, and collaboration that this merger will bring.

Sincerely,



Eduardo Ojeda
Commercial Manager
Transportes Gasa, S.A. de C.V.
Cel: 81 1777 3678

Email: eduardo.ojeda@transportesgasa.com

Transportes JUMA

Juan Manuel Cuevas Reyna

R.F.C. CURJ700718DE8

Priv. Ignacio Zaragoza #4513, Col. San Rafael

Tel: 867-3335176 C.P. 88200 * Nuevo Laredo, Tamps.

October 1, 2025

Honorable Patrick J. Fuchs

President

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Re: Support for the Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to Union Pacific, JUMA Transportation strongly supports the proposed merger with Norfolk Southern.

At JUMA Transportation, we provide drayage services for Union Pacific's intermodal product through rail terminals in Mexico, which is essential for the safe and efficient transportation of freight across the country. The U.S. freight rail network is the backbone of our operations, allowing us to transport products sustainably and efficiently while driving jobs and economic growth.

We believe the proposed merger will generate significant benefits for Union Pacific's suppliers and partners, including:

• Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate our business will grow as the company's supply demand increases as a result of the merger.

• Increased Service Reliability: The combined network will offer more direct routes and greater operational flexibility, helping to reduce service disruptions that can impact supply schedules.

• New Markets: The combination of the two rail networks will allow shippers in key markets to access more efficient transportation and new routes.

• Reduced Transit Times: By eliminating interchanges where carloads are turned over, the combination will reduce transit times by several days, allowing us to deliver more freight to more customers more quickly. • Increased investment: The transcontinental railroad will be better

Transportes JUMA

Juan Manuel Cuevas Reyna

R.F.C. CURJ700718DE8

Priv. Ignacio Zaragoza #4513, Col. San Rafael

Tel: 867-3335176 C.P. 88200 * Nuevo Laredo, Tamps.

positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

• Expanded intermodal services: The combination will enhance intermodal services, further strengthening the transportation system.

• Increased reach: Our ability to access broader geographic coverage will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process and encourage the relevant authorities to carefully consider the positive impact this merger will have on providers like us and on the economy at large. We are truly excited about this merger and the benefits it will bring to everyone.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and collaboration this merger will bring.

Sincerely,

Juan Manuel Cuevas Reyna
director
JUMA Transportation
9566790373

LARMEX una empresa de TRAYECTO. GTM – LARMEX

October 2, 2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Non-binding Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of Transportes LARMEX as a proud supplier to Union Pacific, we would like to state our general, non-binding support for the proposed merger with Norfolk Southern,

At Transportes LARMEX, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

Based on publicly available information, it is our view that this transaction may yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business may grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will potentially offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination could remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad can be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint may allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Carr. a Salinas Victoria- Ciénega de Flores 2100
Ciénega de Flores, NL, MX
ventas@trayecto.com
Tel. +52 81 81586969

Please note that this letter is intended solely as a non-binding expression of support. It does not constitute, and should not be interpreted as, a legal commitment, financial guarantee or contractual obligation of any kind.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger may bring.

Sincerely,



Rodrigo Rangel Arroyo
Operations director
Transportes LARMEX
rodrigo.rangel@trayecto.com / +52 (81) 1824 9367

cc: Member Schultz
Member Hedlund

Puebla, Puebla, October 2, 2025.

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Transportes Marva, S.A. de C.V.* strongly supports the proposed merger with Norfolk Southern.

At *Transportes Marva, S.A. de C.V.*, we provide drayage services for Union Pacific's intermodal product via Mexico rail terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Carlos Alberto Texis Guzmán
Legal Representative
Transportes Marva, S.A. de C.V.
5529715761

cc: Member Schultz
Member Hedlund



Quality Hard Rock ~

TRAP ROCK & GRANITE QUARRIES, LLC
11313 Highway N
Ironton, MO 63650
844-900-**ROCK** (7625)
573-546-4015 office
573-546-4014 fax

September 11, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Trap Rock & Granite Quarries, LLC strongly supports the proposed merger with Norfolk Southern.

At Trap Rock & Granite Quarries, LLC, we provide crushed rock ballast, which is essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Sam Beelman
Manager
Trap Rock & Granite Quarries, LLC
618-646-5311
sambeelman@beelman.com

cc: Member Schultz
Member Hedlund

September 19, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long-time customer of Union Pacific, I am writing to express my strong support for the proposed merger between Union Pacific and Norfolk Southern.

Our company is somewhat unique. We are a private inland port, located on the Union Pacific's premium intermodal network. This did not happen by itself. It was the result of a lot of hard work, entrepreneurial initiative, and close cooperation with a number of Union Pacific team members. It is this attitude of "achieve the possible" espoused by CEO Vena that excites me about the possibilities arising out of the intended merger.

Our company depends on efficient, reliable, and cost-effective rail service to meet the needs of customers and ensure the safe, timely delivery of our products across the country. At Tri-Cities Intermodal, we transport hay, grain, seed and various other agriculture products to both domestic and international markets.

For farmers trying to sell their products in a difficult global market, our service may mean the difference between making a foreign sale or losing the opportunity to other countries. Consider that the cost of moving 300 miles from farm to port can cost six times the amount to ship 6,000 miles by water. Our service makes a difference. Until we started this service last year, there was no truck alternative available.

We believe that the proposed merger will enhance competition and yield significant benefits for Union Pacific customers like us, including improved service reliability and reduced transit times. Furthermore, the expanded reach of the new network will provide a framework for us to offer additional innovative intermodal solution partnerships.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,

Theodore Prince
Chief Executive Officer and Founder
Tri-Cities Intermodal LLC
5750 West 95th Street
Overland Park, KS 66207
ted@tricitiesintermodal.com

cc: Member Schultz
Member Hedlund

TRIAD
PILING PRODUCTS LLC

10/14/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Triad Metals International strongly supports the proposed merger with Norfolk Southern.
At Triad Metals International, we provide strategic rail partnerships with both Norfolk Southern and Union Pacific; nationwide operational streamlining; cost-effective rail delivery solutions; long-haul shipment efficiency that reduces fuel costs and environmental impact; and rail-served warehousing that enhances inventory management and supply chain reliability, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steve Fryman
CEO



Triad Metals International
260-244-9506

cc:
Member Schultz
Member Hedlund

409 W. 169th St.
South Holland, IL 60473

708 333 2090 phone
708 333 2127 fax

10/30/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a long time, proud supplier to Union Pacific and Norfolk Southern,
Triangle Salvage Co., Inc. dba G & T Enterprises, strongly supports the proposed merger with Norfolk Southern.
At G & T Enterprises, we provide on-site load transfers and adjustments, and derailment services of all (non-Haz-mat) commodities which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth**
- **Expanded Reach**
- **Improved Service Reliability**
- **Reduced Transit Times**
- **Increased Investment**

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jeff Mendez

President
Triangle Salvage Co., Inc. dba G & T Enterprises
708 333-2090

cc:

Member Schultz
Member Hedlund

November 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Trinity Consultants, Inc. (Trinity) strongly supports the proposed merger with Norfolk Southern.

At Trinity we provide environmental permitting and compliance support for stationary railyards and mobile source requirements in California, which are essential to the compliant, reliable and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Paul Greywall
President and CEO
Trinity Consultants]
pgreywall@trinityconsultants.com

cc: Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

10/15/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Trinity Products, strongly supports the proposed merger with Norfolk Southern.
At Trinity Products, we provide structural steel pipe for bridge construction and culver replacements, which are essential to the safe and smooth operation of freight rail service across the country.
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Bryan Davis
President and CEO
Trinity Products
bdavis@trinityproducts.com | 314-378-7211

cc:

Member Schultz
Member Hedlund

TRINITYRAIL
BUILT TO DELIVER®

14221 N. Dallas Parkway, Suite 1100
International Plaza II, Dallas, Texas 75254
800-631-4420 | www.trinityrail.com

September 18, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E. Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

TrinityRail is a key supplier to Union Pacific of freight railcars and railcar services, which are essential to the safe and smooth operation of freight rail service across the country. The relationship between TrinityRail and Union Pacific has not only been beneficial for both companies economically but also for their many employees.

TrinityRail supports the proposed merger between Union Pacific and Norfolk Southern.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times should create more opportunities for modal conversion.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy. We see the transaction as beneficial, and we do not anticipate negative impacts to our company or market competition.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Charley Moore

Charley Moore
Chief Commercial Officer
TrinityRail
Charley.Moore@trin.net

cc: Member Schultz
Member Hedlund

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, T S Spears Rail Service Inc. strongly supports the proposed merger with Norfolk Southern.

At T S Spears Rail Service Inc. we provide railcar repair which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

T. Scott Spears
T S Spears Rail Service Inc.

President

233 N. Walnut St

Perryville.MO 63775

573-517-1842

Member Schultz
Member Hedlund

Tuttle AAG, LLC
110 Page Street, Friend, NE 68359 402/947-9391, fax 947-2004
Mechanical Services for Industry • Design, Fabrication & Installation

October 30, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a proud supplier to Union Pacific, Tuttle AAG, LLC strongly supports the proposed merger with Norfolk Southern.

At Tuttle AAG, LLC we provide custom equipment solutions, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand, because of the merger.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further improving service quality, capacity, and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Daniel Harnly
President
Tuttle AAG, LLC
Dan.Harnly@tuttleinc.com
Phone: 402-947-9391

cc:
Member Schultz
Member Hedlund

U.S. Energy®, A U.S. Venture company
425 Better Way
Appleton, WI 54914

October 1, 2025

Subject: Statement of Support for the Union Pacific–Norfolk Southern Rail Merger

As a long-standing strategic fuel supplier to both Union Pacific and Norfolk Southern, U.S. Energy, a U.S. Venture company, recognizes the proposed merger as a historic opportunity to advance operational efficiency and fuel-smart innovation across the rail industry.

This combination promises to strengthen the national fuel supply network, streamline logistics, and unlock new levels of reliability and responsiveness—benefits that will extend across the entire transportation ecosystem. We are proud to be in full support of this merger and believe it will create a more resilient and forward-looking rail infrastructure.

U.S. Energy remains committed to being a trusted partner in powering progress for both Union Pacific and Norfolk Southern, and we look forward to continuing our collaboration as this transformative vision moves forward.

Sincerely,

Mike Koel
President
U.S. Energy, a U.S. Venture company

unidev

September 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a 30+ year proud supplier to Union Pacific, Unified Development, Inc. strongly supports the proposed merger with Norfolk Southern.

At Unified Development, Inc., we provide transportation systems financial management software development and support services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

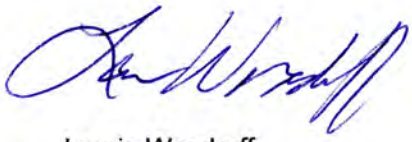
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

unidev

Sincerely,



Laurie Woodruff

President
Unified Development, Inc.
lwoodruff@unidev.com

cc:
Member Schultz
Member Hedlund

unidev

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

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Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

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PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

PO Box 162504 Fort Worth, TX 76161
Phone 817-306-7892

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, we strongly support the proposed merger with Norfolk Southern.

At United Professional Services, Ltd (United) we provide Emergency and Scheduled Environmental services for the Union Pacific Railroad and are an essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones while growing our personnel that will be required, thus providing good paying jobs in the Environmental Compliance industry.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your time and consideration of our perspective regarding this merger. We look forward to the continued growth, innovation and partnership that this merger will bring to many small-medium companies such as ours.

Sincerely,

Tracy Clark

Tracy Clark
Managing Partner- United Professional Services, Ltd

UNITED PUMPING SERVICE, INC.
Proud to Help Keep America Clean

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, United Pumping Service, Inc. strongly supports the proposed merger with Norfolk Southern.

At United Pumping Service, we provide environmental remediation services including rail maintenance, transloading services, 24-hour emergency response to derailments and or spills, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

14000 E. Valley Blvd., Industry, CA 91746 | Ph (626) 961-9326 | www.unitedpumping.com

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Lydia Perry

Secretary/Treasurer
United Pumping Service, Inc.
lydia@unitedpumping.com

Cell (626) 890-7078

Office (626) 961-9326

cc:
Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

(INSERT LOGO HERE)

Oct 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, United Rail Construction, LLC strongly supports the proposed merger with Union Pacific.

At United Rail Construction, LLC we provide Railroad Construction, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

(INSERT LOGO HERE)

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Robert Goldson
General Manager
United Rail Construction, LLC
606-271-0652



cc:
Member Schultz
Member Hedlund

(INSERT LOGO HERE)

US INTERMODAL

20635 Abbey Woods Ct N #201, Frankfort, IL 60423 PH 708-448-9862 FAX 708-448-9851

October 24, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, U.S. Intermodal, Inc. strongly supports the proposed merger with Norfolk Southern.

At U.S. Intermodal, Inc, we provide lift and container chassis repair service, lift equipment maintenance, and auto ramp maintenance, which are essential to the safe and smooth operation of freight rail service across the country.

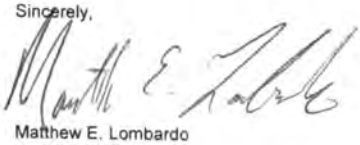
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Matthew E. Lombardo
Vice President
U.S. Intermodal, Inc.
20635 Abbey Woods Ct N, Suite 201
Frankfort, IL 60423
708-448-9862 phone

cc:
Member Schultz
Member Hedlund

US INTERMODAL

20635 Abbey Woods Ct N #201, Frankfort, IL 60423 PH 708-448-9862 FAX 708-448-9851

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

US INTERMODAL

20635 Abbey Woods Ct N #201, Frankfort, IL 60423 PH 708-448-9862 FAX 708-448-9851

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525086914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

09/17/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

On behalf of USTech Solutions, I am writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

USTech Solutions is a leading global provider of talent, digital transformation, and technology services, helping organizations drive innovation, agility, and efficiency across their operations. With over two decades of experience, we have supported Fortune 500 companies and government entities in delivering cutting-edge workforce and IT solutions. Our team of over 10,000 professionals serves clients across North America, Europe, and Asia, helping them to adapt and grow in today's evolving business landscape.

As a strategic technology and workforce partner of Union Pacific, USTech Solutions has been engaged in supporting critical initiatives in technology enablement, workforce optimization, and business continuity. Our collaboration spans across multiple functions, ensuring the railroad has access to high-quality, scalable talent and digital resources that support its modernization and long-term infrastructure goals.

We believe the proposed merger between Union Pacific and Norfolk Southern will deliver transformational benefits, not only for the two railroads involved but also for their extended ecosystem of partners, suppliers, and customers. Specifically, we anticipate the following positive outcomes:

- **Stronger National Transportation Network:** A unified rail system will create a more resilient and efficient freight network across the country. As service providers to Union Pacific and several of its connected vendors, we believe this merger will streamline coordination and reduce logistical bottlenecks that impact workforce deployment and project timelines.
- **Increased Operational Efficiency:** Combining resources, technologies, and talent across both companies will result in more agile operations, enabling accelerated delivery of both physical infrastructure and digital transformation initiatives.
- **Technology Investment at Scale:** The enhanced financial and operational scale will allow the merged entity to invest more aggressively in next-generation technologies, cybersecurity, automation, and sustainability, creating new opportunities for partners like USTech Solutions to contribute to high-impact services.
- **Job Creation and Talent Development:** As a workforce solutions company, we see firsthand how strategic growth initiatives like this drive new demand for skilled professionals, including in areas such as data engineering, logistics technology, cloud computing, and supply chain systems.

We recognize the critical role of regulatory oversight in this decision, and we respectfully encourage the Surface Transportation Board to consider the positive implications this merger will have across the broader economy. Our experience working with Union Pacific has shown us a partner that is not only committed to innovation and operational excellence, but also deeply focused on strategic execution and collaborative success.

Thank you for considering our perspective. We look forward to continuing our partnership with Union Pacific and supporting the expanded vision and opportunity this merger represents.

Sincerely,

Manoj Agarwal

President & CEO

USTech Solutions

+1 201 549 2690

US 1
NETWORK

October 31, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, The US 1 Network strongly supports the proposed merger with Norfolk Southern.

At US 1 Network, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Mark Chandler
Executive Vice President
US 1 Network

203 Fort Wade Rd suite 320
Ponte Vedra, FL 32081
www.us1network.com
cc: Member Schultz
Member Hedlund



V&Y Horizon Inc
3316 Rustlers Trail
San Antonio, TX 78245

09/29/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, V&Y Horizon Inc supports the proposed merger with Norfolk Southern.

At V&Y Horizon Inc, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

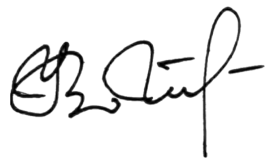
We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Vitaliy Fogel
Owner
V&Y Horizon Inc
Ph. 503-553-9586

dispatch@vyhorizon.com

cc: Member Schultz
Member Hedlund

October 28, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 W Street SW
Washington, DC 20423

Subject: Support for Union an Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to both Union Pacific and Norfolk Southern, V3 Companies, Ltd., strongly supports the proposed merger of Union Pacific and Norfolk Southern.

At V3 Companies, Ltd., we provide engineering services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern and Union Pacific's suppliers and partners, including:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Theodore Niemeyer, P.E.

Vice President – Railroad Services

Cc:

Member Schultz

Member Hedlund

10-15-2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, *Velociti LLC* strongly supports the proposed merger with Norfolk Southern.

At Velociti LLC, we provide Locomotive Heating and air conditioning systems, technology deployment and support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

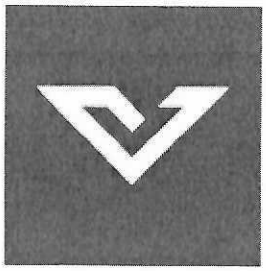
We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Mark Aye
Rail Division Manager
Velociti LLC
Maye@velociti.com

cc:
Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

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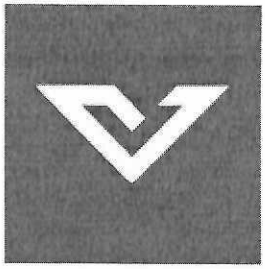

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

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Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

VELOCITY
RAIL SOLUTIONS

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Velocity Rail Solutions, Inc. strongly supports the proposed merger with Norfolk Southern.

At Velocity Rail Solutions, Inc., we provide locomotive fueling and servicing for the Class 1 Railoads, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

VELOCITY
RAIL SOLUTIONS

Sincerely,



Brian Jones
Senior Vice President
Velocity Rail Solutions, Inc
Office: 385-295-1922
Email: brian.jones@velocityrail.com

cc:
Member Schultz
Member Hedlund

VELOCITY
RAIL SOLUTIONS

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

VELOCITY RAIL SOLUTIONS

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

verdantas

October 23, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Verdantas supports the proposed merger with Union Pacific.

At Verdantas, we provide environmental engineering and consulting service, and project coordination for cleanup and response work, which are essential to the safe and smooth operation of freight rail service across the country.

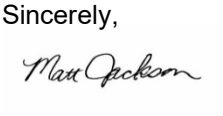
We appreciate working with Norfolk Southern and can bring value to the expanded network of Norfolk Southern and Union Pacific which in turn, we anticipate will yield similar benefits for Norfolk Southern's suppliers and partners like us, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the impacts this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Matt Jackson
Project Coordinator, East Palestine Train Derailment Site
Verdantas
15990 N. Barkers Landing Road, Suite 135
Houston, TX 77079

cc:
Member Schultz
Member Hedlund

10/1/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Virginia Crane strongly supports the proposed merger with Union Pacific.

At Virginia Crane, we provide Overhead Bridge Cranes, Locomotive Turntables, and custom engineered material handling solutions which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Michael Lipscomb Jr.
National Sales Manager
Virginia Crane
mlipscomb@virginiacrane.com
804-916-904

cc:
Member Schultz
Member Hedlund

VISIONAIRE, INC.

10/31/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Visionaire Inc. strongly supports the proposed merger with Norfolk Southern.

At Visionaire Inc., we provide Air Conditioning, Heater & Ventilation parts and systems for Maintenance-Of-Way Equipment, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,





Marcos Lopez
General Manager
Visionaire, Inc.
marcos@visionaire-inc.com

214-677-0790 (Direct)

cc:

Member Schultz
Member Hedlund



No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

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This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION



Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

voestalpine Railway Systems Nortrak LLC

1740 Pacific Avenue
Cheyenne, Wyoming, USA 82007
T. 307-778-8700
F. 307-778-8777
www.voestalpine.com/nortrak

October 21, 2025

Surface Transportation Board
395 E Street SW
Washington, DC 20423

Attn: The Honorable Patrick J. Fuchs, Chairman

Re: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs:

As a longtime partner and strategic supplier to Union Pacific, voestalpine Railway Systems Nortrak LLC ("Nortrak") strongly supports the proposed merger with Norfolk Southern.

At Nortrak, we design and manufacture special trackwork materials and railroad signaling products, and provide advanced railroad infrastructure monitoring services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, and strengthen the broader United States economy, in several key areas:

- Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will continue to grow as the company's supply demands expand as a result of the merger.

- Expanded Reach: Our ability to access a broader geographic footprint through the company merger-driven enhancement of the transcontinental railroad network will allow us to better serve our customers and reach new ones.

- Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.

- Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.

- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business, as we will be able to accelerate our plans to enhance research and development into new technologies, products, and advanced services, benefitting both the merged company and the United States railroad industry as a whole.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader United States economy, now and for years to come.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

voestalpine Railway Systems Nortrak LLC

Ludwig Freytag

Digitally signed by Ludwig Freytag
DN: cn=Ludwig Freytag
Date: 2025.10.21 12:14:01 -07'00'

Ludwig Freytag
Chief Executive Officer

Ludwig.Freytag@voestalpine.com

cc:

Member Schultz
Member Hedlund

NO OFFER OR SOLICITATION

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents

subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

Vorst Paving, Inc.
14373 Road 23M
Cloverdale, OH 45827
(419) 453-3166
Vorstpaving.com

Serving the paving industry Since 1998

10-15- 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Vorst Paving strongly supports the proposed merger with Union Pacific.

At Vorst Paving we provide asphalt paving and crossing support, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand because of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Brian Vorst
General Manager Vorst Paving
Office: (419)453-3166
Cell: (419) 302-5355

Brian C. Vorst 10-15-25

Vossloh Tie Technologies
Headquarters
1819 Denver West Drive, #450
Lakewood, CO. 80401
Phone: +1 (303) 296-3500
Fax: +1 (303) 297-2255
www.vossloh-north-america.com

9.24.2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Vossloh strongly supports the proposed merger with Norfolk Southern.

At Vossloh, we provide critical rail infrastructure products such as ties and fasteners, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Cory Burdick

Cory Burdick
Vice President
Vossloh North America
Mobile +1 682.808.9593
cory.burdick@vossloh.com
www.vossloh-north-america.com

cc: Member Schultz
Member Hedlund

VRC manufacturing

Product & Process Improvement Experts

October 20, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, VRC Manufacturing strongly supports the proposed merger with Norfolk Southern.

At VRC Manufacturing, we provide new and rebuilt locomotive engine water pumps and oil pumps, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Christopher Lovell

President

VRC Manufacturing
696 W. Bagley Rd.
Cleveland, OH 44017
(800) 872-1012
chris.lovell@vrcmfg.com
www.vrcmfg.com

cc:

Member Schultz
Member Hedlund

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10/13/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Wabash Solutions, Inc. strongly supports the proposed merger with Union Pacific.

At Wabash Solutions, Inc., we provide IT staffing services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including:

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

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Sincerely,

DocuSigned by:
Steven White
603BA8B6652B4D4...

Steve White
President
Wabash Solutions, Inc
404-294-1032
steve@wabash1.com

cc:
Member Schultz
Member Hedlund

Wabtec CORPORATION

Lilian Leroux
Chief Strategy and Sustainability Officer
30 Isabella Street
Pittsburgh, PA 15212
www.wabteccorp.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Wabtec supports the proposed merger with Norfolk Southern.

At Wabtec, we provide a broad array of rail technology to include diesel-electric locomotives, digital solutions, positive train control, freight car components & technology and fleet services, all of which are essential to the safe and smooth operation of freight rail service across the North American continent. We believe that the proposed merger will yield benefits for Union Pacific's suppliers and partners, including an opportunity for growth for the supply base and increased investment in infrastructure, technology and equipment for the merged railroad.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Lilian Leroux
Chief Strategy and Sustainability Officer
Wabtec Corporation
lilian.leroux@Wabtec.com

cc:
Member Schultz
Member Hedlund

WASHINGTON FREIGHT SERVICE, LLC
15 S Grady Way
Suite 410
Renton, WA 98057
206-575-6257
dispatch@washingtonfreightservice.com

September 29, 2025

The Honorable Patrick J. Fuchs

Chairman

Surface Transportation Board

395 E Street SW

Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Washington Freight Service, LLC strongly supports the proposed merger with Norfolk Southern.

At Washington Freight Service, LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

Business Growth: Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.

Improved Service Reliability: The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.

Reduced Transit Times: By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.

Increased Investment: The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.

WASHINGTON FREIGHT SERVICE, LLC
15 S Grady Way
Suite 410
Renton, WA 98057
206-575-6257
dispatch@washingtonfreightservice.com

Expanded Reach: Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Gary Dhaliwal

Owner

Washington Freight Servie

PH: 206-575-6257

cc: Member Schultz

Member Hedlund

WEST
MOTOR FREIGHT OF PA

10/21/2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, West Motor Freight of PA strongly supports the proposed merger with Norfolk Southern.

At West Motor Freight of PA, we provide drayage services for Union Pacific's intermodal product via Norfolk Southern and/or CSX terminals, which is essential to the safe and smooth transportation of freight across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Tony McKenrick
Sales and Operations
West Motor Freight of PA
717-660-2872 / Tony.Mckenrick@westmotor.com

cc: Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a supplier to Union Pacific, West Side and Gregerson Salvage strongly support the proposed merger with Norfolk Southern.

At West Side and Gregerson Salvage, we provide maintenance and emergency services to support the safe and smooth operation of freight rail service across the country, specific to grain and commodities shipments.

I believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners like us, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

I understand that regulatory review is an important part of this process, and I encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Art Dickerson
CEO
West Side & Gregerson Salvage
art@westsidesalvage.com

cc:
Member Schultz
Member Hedlund

The Honorable Patrick J. Fuchs
Chairman, Surface Transportation Board
395 E Street SW
Washington, DC 20423

November 4, 2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Westcon Construction Corp strongly supports the proposed merger with Norfolk Southern.

Westcon Construction Corp has provided Union Pacific with construction and facilities maintenance services since 2001. We believe our work for them was an essential part to the safe and efficient operation of freight rail service here on the West Coast and beyond.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,
Westcon Construction Corp.

Eric F. Campbell
President
916-997-5010 (cell)

cc: Member Schultz
Member Hedlund

WESTERN STATES CAT RAILROAD SOLUTION

October 16, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Western States Equipment Company strongly supports the proposed merger with Norfolk Southern.

At Western States Equipment Company, we provide maintenance-of-way equipment and support services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

WESTERN STATES CAT RAILROAD SOLUTION

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,

Jason Bowen
Opeartions Manager, Railroad Solutions
Western States Equipment Company
Jason.Bowen@wseco.com

cc:

Member Schultz
Member Hedlund

[10/30/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger (STB Docket FD 36873)

Dear Chairman Fuchs,

As a proud supplier to Norfolk Southern, Whiting Services Inc. strongly supports the proposed merger with Union Pacific.

At Whiting Services, we provide maintenance and replacement to Whiting Rail Service Equipment used for maintenance of the Union Pacific and Norfolk Southern Fleet which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Norfolk Southern's suppliers and partners, including

- **Business Growth:** Norfolk Southern fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Richard D Barnes
Vice President Rail Equipment Services
Whiting Services Inc.
rbarnes@whitingservices.com

708-315-8018
cc: Member Schultz, Member Hedlund

1412 6th Street SW, P.O. Box 1467
Mason City, IA 50402-1467
Phone: 641.423.8271
Fax: 641.423.8450
Email: masoncity@whks.com
Website: www.whks.com

whks
engineers + planners + land surveyors

September 26, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

RE: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, WHKS & Co. strongly supports the proposed merger with Norfolk Southern.

At WHKS & Co. we provide engineering services, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact supply schedules.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

WHKS *& CO.*

Fouad K. Daoud, P.E. & S.E.
President & CEO

FKD/jt
cc: Member Schultz
Member Hedlund

WILCOX+FLEGEL

10-9-25

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Wilson Oil, Inc. DBA Wilcox & Flegel Oil Co strongly supports the proposed merger with Norfolk Southern.

At Wilcox & Flegel Oil Co., we provide direct to locomotive fueling services to Union Pacific Railroad in Several locations throughout the pacific northwest, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

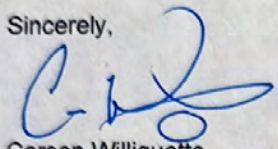
- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

WILCOX+FLEGEL

Sincerely,



Carson Williquette
Vice President- Distribution
Wilcox & Flegel Oil Co
Cwilliquette@wilcoxandflegel.com

cc:

Member Schultz
Member Hedlund

November 4, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Wilson & Company, Inc., Engineers & Architects (Wilson & Company) strongly supports the proposed merger with Norfolk Southern.

For over 22 years, Wilson & Company has been providing engineering and construction administration services, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



David A. Olson, PE

Vice President, Freight Rail

Wilson & Company, Inc., Engineers & Architects

402-408-4803

cc:

Member Schultz
Member Hedlund

No Offer or Solicitation

This communication is for informational purposes only and does not constitute, or form a part of, an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offer of securities shall be made except by means of a prospectus meeting the requirements of Section 10 of the Securities Act of 1933, as amended (the "Securities Act"), and otherwise in accordance with applicable law.

CAUTIONARY NOTE REGARDING FORWARD LOOKING STATEMENTS

Certain statements in this communication are "forward-looking statements" within the meaning of the "safe harbor" provisions of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future financial performance and involve known and unknown risks, uncertainties, and other factors that may cause Union Pacific's, Norfolk Southern's or the combined company's actual results, levels of activity, performance, or achievements or those of the railroad industry to be materially different from those expressed or implied by any forward-looking statements. In some cases, forward-looking statements may be identified by the use of words like "may," "will," "could," "would," "should," "expect," "anticipate," "believe," "project," "estimate," "intend," "plan," "pro forma," or any variations or other comparable terminology.

While Union Pacific and Norfolk Southern have based these forward-looking statements on those expectations, assumptions, estimates, beliefs and projections they view as reasonable, such forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond Union Pacific's, Norfolk Southern's or the combined company's control, including but not limited to, in addition to factors disclosed in Union Pacific's and Norfolk Southern's respective filings with the U.S. Securities and Exchange Commission (the "SEC"): the occurrence of any event, change or other circumstance that could give rise to the right of one or both of the parties to terminate the definitive merger agreement between Union Pacific and Norfolk Southern providing for the acquisition of Norfolk Southern by Union Pacific (the "Transaction"); the risk that potential legal proceedings may be instituted against Union Pacific or Norfolk Southern and result in significant costs of defense, indemnification or liability; the possibility that the Transaction does not close when expected or at all because required Surface Transportation Board, shareholder or other approvals and other conditions to closing are not received or satisfied on a timely basis or at all (and the risk that such approvals may result in the imposition of conditions that could adversely affect the combined company or the expected benefits of the Transaction); the risk that the combined company will not realize expected benefits, cost savings, accretion, synergies and/or growth from the Transaction, or that such benefits may take longer to realize or be more costly to achieve than expected, including as a result of changes in, or problems arising from, general economic and market conditions, tariffs, interest and exchange rates, monetary policy, laws and regulations and their enforcement, and the degree of competition in the geographic and business areas in which Union Pacific and Norfolk Southern operate; disruption to the parties' businesses as a result of the announcement and pendency of the Transaction; the costs associated with the anticipated length of time of the pendency of the Transaction, including the restrictions contained in the definitive merger agreement on the ability of Union Pacific and Norfolk Southern, respectively, to operate their respective businesses outside the ordinary course during the pendency of the Transaction; the diversion of Union Pacific's and Norfolk Southern's management's attention and time from ongoing business operations and opportunities on merger-related matters; the risk that the integration of each party's operations will be materially delayed or will be more costly or difficult than expected or that the parties are otherwise unable to successfully integrate each party's businesses into the other's businesses; the possibility that the Transaction may be more expensive to complete than anticipated, including as a result of unexpected factors or events; reputational risk and potential adverse reactions of Union Pacific's or Norfolk Southern's customers, suppliers, employees, labor unions or other business partners, including those resulting from the announcement or completion of the Transaction; the dilution caused by Union Pacific's issuance of additional shares of its common stock in connection with the consummation of the Transaction; the risk of a downgrade of the credit rating of Union Pacific's indebtedness, which could give rise to an obligation to redeem existing indebtedness; a material adverse change in the financial condition of Union Pacific, Norfolk Southern or the combined company; changes in domestic or international economic, political or business conditions, including those impacting the transportation industry (including customers, employees and supply chains); Union Pacific's, Norfolk Southern's and the combined company's ability to successfully implement its respective operational, productivity, and strategic initiatives; a significant adverse event on Union Pacific's or Norfolk Southern's network, including, but not limited to, a mainline accident, discharge of hazardous materials, or climate-related or other network outage; the outcome of claims, litigation, governmental proceedings and investigations involving Union Pacific or Norfolk Southern, including, in the case of Norfolk Southern, those with respect to the Eastern Ohio incident; the nature and extent of Norfolk Southern's environmental remediation obligations with respect to the Eastern Ohio incident; new or additional governmental regulation and/or operational changes resulting from or related to the Eastern Ohio incident; and a cybersecurity incident or other disruption to our technology infrastructure.

This list of important factors is not intended to be exhaustive. These and other important factors, including those discussed under "Risk Factors" in Norfolk Southern's Annual Report on Form 10-K for the year ended December 31, 2024 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000070216525000008/nsc-20241231.htm) and Union Pacific's most recent Annual Report on Form 10-K for the year ended December 31, 2024, as filed with the SEC on February 7, 2025 (available at: https://www.sec.gov/ix?doc=/Archives/edgar/data/0000100885/000010088525000042/unp-20241231.htm) (the "Union Pacific Annual Report"), as well as Union Pacific's and Norfolk Southern's subsequent filings with the SEC, may cause actual results, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. References to Union Pacific's and Norfolk Southern's website are provided for convenience and, therefore, information on or available through the website is not, and should not be deemed to be, incorporated by reference herein. The forward-looking statements herein are made only as of the date they were first issued, and unless otherwise required by applicable securities laws, Union Pacific and Norfolk Southern disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as may be required by applicable law or regulation.

ADDITIONAL INFORMATION ABOUT THE TRANSACTION AND WHERE TO FIND IT

In connection with the Transaction, Union Pacific intends to file with the SEC a registration statement on Form S-4 (the "Registration Statement"), which will include a prospectus with respect to the shares of Union Pacific's common stock to be issued in the Transaction and a joint proxy statement for Union Pacific's and Norfolk Southern's respective shareholders (the "Joint Proxy Statement/Prospectus"). The definitive joint proxy statement (if and when available) will be mailed to shareholders of Union Pacific and Norfolk Southern. Each of Union Pacific and Norfolk Southern may also file with or furnish to the SEC other relevant documents regarding the Transaction. This communication is not a substitute for the Registration Statement, the Joint Proxy Statement/Prospectus or any other document that Union Pacific or Norfolk Southern may mail to their respective shareholders in connection with the Transaction.

INVESTORS AND SECURITY HOLDERS OF UNION PACIFIC AND NORFOLK SOUTHERN ARE URGED TO READ THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS INCLUDED WITHIN THE REGISTRATION STATEMENT WHEN THEY BECOME AVAILABLE, AS WELL AS ANY OTHER RELEVANT DOCUMENTS FILED WITH THE SEC IN CONNECTION WITH THE TRANSACTION OR INCORPORATED BY REFERENCE INTO THE REGISTRATION STATEMENT AND THE JOINT PROXY STATEMENT/PROSPECTUS (INCLUDING ANY AMENDMENTS OR SUPPLEMENTS THERETO), BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION REGARDING UNION PACIFIC, NORFOLK SOUTHERN, THE TRANSACTION AND RELATED MATTERS.

Investors and security holders of Union Pacific and Norfolk Southern may obtain free copies of these documents and other documents filed with the SEC by Union Pacific or Norfolk Southern through the website maintained by the SEC at http://www.sec.gov or from Union Pacific at its website, https://investor.unionpacific.com/financials/sec-filings, or from Norfolk Southern at its website, https://norfolksouthern.investorroom.com/sec-filings. Documents filed with the SEC by Union Pacific will be available free of charge by accessing Union Pacific's website at https://investor.unionpacific.com/financials/sec-filings, or alternatively by directing a request by mail to Union Pacific's Corporate Secretary, 1400 Douglas Street, Omaha, Nebraska 68179, and documents filed with the SEC by Norfolk Southern will be available free of charge by accessing Norfolk Southern's website at https://investor.unionpacific.com/financials/sec-filings or, alternatively, by directing a request by mail to Norfolk Southern's Corporate Secretary, 650 West Peachtree Street NW, Atlanta, Georgia 30308-1925.

PARTICIPANTS IN THE SOLICITATION

Union Pacific, Norfolk Southern and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies from the shareholders of Norfolk Southern and Union Pacific in connection with the Transaction under the rules of the SEC.

Information about the interests of the directors and executive officers of Union Pacific and Norfolk Southern and other persons who may be deemed to be participants in the solicitation of shareholders of Union Pacific and Norfolk Southern in connection with the Transaction and a description of their direct and indirect interests, by security holdings or otherwise, will be included in the Joint Proxy Statement/Prospectus, which will be filed with the SEC.

Information about the directors and executive officers of Union Pacific and their ownership of Union Pacific common stock can also be found in the Union Pacific Annual Report, and its definitive proxy statement in connection with its 2025 annual meeting of shareholders, as filed with the SEC on March 25, 2025 (the "Union Pacific 2025 Proxy Statement") and other documents subsequently filed by Union Pacific with the SEC, which are available on its website at www.up.com. Information about the directors and executive officers of Union Pacific, their ownership of Union Pacific common stock, and Union Pacific 's transactions with related persons is set forth in in the sections entitled "Proposal Number 1 – Election of Directors—Directors/Nominees", "Director Compensation in Fiscal Year 2024", "Proposal Number 3 – Advisory Vote to Approve Executive Compensation", "A Letter From Our Compensation and Talent Committee" and "Compensation Discussion and Analysis" of the Union Pacific 2025 Proxy Statement. To the extent holdings of Union Pacific common stock by the directors and executive officers of Union Pacific have changed from the amounts of Union Pacific common stock held by such persons as reflected therein, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=100885&owner=exclude under the tab "Ownership Disclosures".

Information about the directors and executive officers of Norfolk Southern and their ownership of Norfolk Southern common stock is also set forth in the definitive proxy statement for Norfolk Southern's 2025 Annual Meeting of Shareholders, as filed with the SEC on Schedule 14A on March 28, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525066914/d892357ddef14a.htm) and other documents subsequently filed by Norfolk Southern with the SEC. Information about the directors and executive officers of Norfolk Southern, their ownership of Norfolk Southern common stock, and Norfolk Southern's transactions with related persons is set forth in the sections entitled "Norfolk Southern Director Nominees", "Corporate Governance and the Board—Item 1: Election of 13 Directors for a One-Year Term", "Corporate Governance and the Board—Director Nominees", Corporate Governance and the Board—Compensation of Directors", "Executive Compensation" and "Stock Ownership Information" of such definitive proxy statement. Please also refer to Norfolk Southern's subsequent Current Report, as filed with the SEC on Form 8-K on June 3, 2025 (which is available at https://www.sec.gov/ix?doc=/Archives/edgar/data/0000702165/000119312525133796/d35291d8k.htm), regarding subsequent changes to Norfolk Southern's Board of Directors following the filing of such definitive proxy statement. To the extent holdings of Norfolk Southern common stock by the directors and executive officers of Norfolk Southern have changed from the amounts of Norfolk Southern common stock held by such persons as reflected in the definitive proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC, which are available at https://www.sec.gov/edgar/browse/?CIK=702165&owner=exclude under the tab "Ownership Disclosures".

Free copies of these documents may be obtained as described above.

W.T. BYLER CO

PROVIDING HEAVY | CIVIL AND RAILROAD CONSTRUCTION SERVICES

SAFE. RELIABLE. QUALITY ORIENTED

52 Years

1973 - 2025

September 22, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, WT Byler Co., LLC strongly supports the proposed merger with Norfolk Southern.

At WT Byler Co., LLC, we provide Railroad Construction and Railroad Maintenance, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Steven Smith
Chief Financial Officer
WT Byler Co., LLC
281-445-2070

cc:
Member Schultz
Member Hedlund

Bastian Rottenberg
Chief Executive Officer

+ 1 502-821 8713
bastian.rottenberg@wurthindustry.com

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Jacksonville, 10/30/2025

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Würth in North America strongly supports the proposed merger between Norfolk Southern and Union Pacific.

At Würth, we take great pride in supporting Union Pacific's safety and operational initiatives through our partnership on personal protective equipment and MRO supplies. Your continued investment in employee safety and infrastructure reliability aligns closely with our mission to keep America's workforce protected and productive.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment that enables suppliers to thrive while meeting the company's needs for safe, efficient, and cost-effective solutions. We anticipate that our business will grow as the company's supply demands expand following the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact the delivery of our products and services.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology, and equipment, further enhancing service quality, capacity, and safety. This increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for considering our perspective. We look forward to the continued growth, innovation, and partnership that this merger will bring.

Sincerely,



Bastian Rottenberg
CEO Würth MRO, Safety & Metalworking

Wyatt Resources, Inc.
5623 F.M. 359 S. / P.O. Box 744
Fulshear, Texas 77441
Ph. 281-346-6100 Toll Free 800-932-5623
Fax 281-533-9453 www.wyattresources.com

October 10, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, Wyatt Resources, Inc. strongly supports the proposed merger with Norfolk Southern.

At Wyatt Resources, we provide fabricated steel bridge structures, bridge hardware components, large-scale drainage products and pipe fabrication in time critical circumstances across all 50 states and North America, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
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- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Debbie Holmes
Chief Financial Officer
Wyatt Resources, Inc.
281-346-6170

cc:
Member Schultz
Member Hedlund

XLR8 TRUCK LINES

[09/16/2025]

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, XLR8 Trucklines LLC strongly supports the proposed merger with Norfolk Southern.

At XLR8 Trucklines LLC, we provide drayage services for Union Pacific's intermodal product, which are essential to the safe and smooth operation of freight rail service across the country. The American freight rail network is the backbone of our operations, enabling us to move products sustainably and efficiently while supporting jobs and economic growth.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
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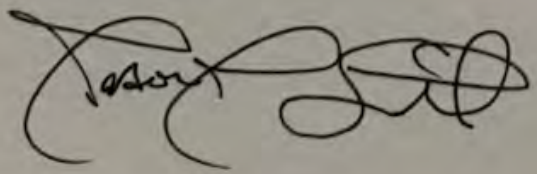
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,

Jason J Smith



1071 CATO ROAD
MENDENHALL, MS 39114

ZA CONSTRUCTION LLC

P. O. BOX 1958
BRANDON, MS 39043

October 15, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ZA Construction, LLC strongly supports the proposed merger with Norfolk Southern.

At ZA Construction LLC, we provide comprehensive rail support services which include the construction, repair and maintenance of tracks and bridges, and 24/7 emergency response to derailments and load adjust needs, utilizing a fleet of over 1400 industry-specific pieces of equipment/vehicles and over 600 employees, all of which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
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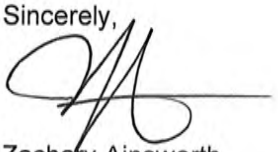
Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

Sincerely,



Zachary Ainsworth
President and COO
ZA Construction LLC
zach@zaconstruction.com

cc:

Member Schultz
Member Hedlund

ZONES®

First Choice for IT®

October 3, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: **Support for Union Pacific and Norfolk Southern Merger**

Dear Chairman Fuchs,

As a strategic partner of Union Pacific, Zones is writing to express our strong support for the proposed merger between Union Pacific and Norfolk Southern.

Zones is a global IT solutions provider specializing in comprehensive services across the entire technology lifecycle.

With a presence in over 100 countries, Zones delivers tailored solutions in cloud computing, networking, cybersecurity, digital workplace transformation, and IT asset management. Known for their customer-centric approach, Zones partners with clients across industries including healthcare, education, government, transportation and retail to drive innovation, agility, and sustainable growth.

Zones has been a strategic partner of Union Pacific since 2000 and has partnered with Union Pacific on several IT modernization initiatives including end point, networking, and compute. In every program and deployment, it has been our experience that Union Pacific approaches technology with an innovative mindset, pursuing the art of what's possible, while maintaining high standards of business continuity and customer experience excellence.

As a strategic partner, Zones understands the importance of rail to our national infrastructure and the importance of streamlined IT infrastructure at the heart of maintaining commerce. We also have the pleasure of serving many customers and suppliers of Union Pacific, so we understand firsthand how investments in technology modernization represent commitment to safety, growth and innovation.

We believe that the proposed merger will yield significant benefits for Union Pacific strategic partners like us, including:

• **Improved Supply Chain Connectivity**: The combined network will offer more transparent supply chain visibility, thus enabling products like ours to better serve supply chain IT needs. The modern environment Union Pacific operates with today makes them a true plug-and-play supply chain partner with a bedrock of secure, efficient IT environments.

• **Enhanced Customer Experience:** The combined network will enable rapid deployment of capabilities to a broader set of customers in a secure and connected manner.

• **Increased Investment:** The transcontinental railroad will be better positioned to invest in security, infrastructure, technology, and equipment, further improving service quality, capacity, and safety.

• **Innovation & Efficiency:** Sheer scale of network in a combined transcontinental railroad will enable broader technological innovation, and efficiency, improving customer and supplier experiences by advancing at scale the frameworks Union Pacific employs.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on businesses like ours and the broader economy.

We also want to acknowledge the scale and precision that Union Pacific has demonstrated during our long-term partnership. We have witnessed their meticulous execution of large-scale, highly impactful technology transitions. These transitions were carried out in a highly secure and precise manner, with an emphasis on business continuity and customer experience, setting unparalleled standards.

Thank you for your consideration of our perspective. We look forward to the continued partnership and enhanced service that this merger will bring.

Sincerely,



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cc: Member Primus
Member Schultz
Member Hedlund

October 2nd, 2025

The Honorable Patrick J. Fuchs
Chairman
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Subject: Support for Union Pacific and Norfolk Southern Merger

Dear Chairman Fuchs,

As a proud supplier to Union Pacific, ZTR Control Systems LLC (ZTR) strongly supports the proposed merger with Norfolk Southern.

At ZTR, we provide Control, Automation and Monitoring solutions for railway rolling stock including Locomotives, Railcars and Maintenance of Way Equipment, which are essential to the safe and smooth operation of freight rail service across the country.

We believe that the proposed merger will yield significant benefits for Union Pacific's suppliers and partners, including:

- **Business Growth:** Union Pacific fosters an environment where suppliers can thrive while meeting the company's needs for safe, efficient and cost-effective solutions. We anticipate that our own business will grow as the company's supply demands expand as a result of the merger.
- **Expanded Reach:** Our ability to access a broader geographic footprint will allow us to better serve our customers and reach new ones.
- **Improved Service Reliability:** The combined network will offer more direct routes and increased operational flexibility, helping reduce service interruptions that can impact delivery of our products and services.
- **Reduced Transit Times:** By eliminating interchanges where rail cars are handed off, the combination will remove several days from transit times, enabling us to deliver more goods to more customers, faster. Moreover, reduced transit times will lower our investment in inventory, allowing us to further invest in our business and employees.
- **Increased Investment:** The transcontinental railroad will be better positioned to invest in infrastructure, technology and equipment, further improving service quality, capacity and safety. Increased investment from the railroad translates to increased investment in our own business.

We understand that regulatory review is an important part of this process, and we encourage the relevant authorities to carefully consider the positive impact this merger will have on suppliers like us and the broader economy.

Thank you for your consideration of our perspective. We look forward to the continued growth, innovation and partnership that this merger will bring.

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Sincerely,



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Member Hedlund