

December 15, 2016

The Honorable Mike Pence
Office of President-elect Donald Trump
1800 F Street NW Room G117
Washington, DC 20270-0117

Dear Vice President-elect Pence:

As the leaders of American businesses that are some of our nation's largest customers of freight rail service, we look forward to working with you as you consider personnel decisions in rail-related agencies. Specifically, we want to work with you to ensure that individuals that serve on the Surface Transportation Board (STB) will be committed to eliminating outdated rules and overly bureaucratic procedures that shield the rail industry from competition and impede growth in the U.S.

STB policies have a direct impact on investment decisions in the United States, as affordable and reliable rail transportation is a prerequisite for many businesses. In order to fully realize the benefits of a manufacturing renaissance, we must be sure that the STB is comprised of members that will make decisions that are based on current economic realities and founded on free market solutions.

Over the past decade, obsolete regulatory protections and an overly burdensome STB process have allowed freight rail rates to double—more than three times the rate of inflation—even though the volume of freight carried by the railroads has barely increased. At the same time, rail service has not improved. Many shippers—from factories to farms—are captive to a single railroad, and the STB has been ineffective in addressing widespread complaints about unreasonable rates and poor service.

In light of these facts, the STB's current Commissioners, Republican and Democrat alike, have acknowledged in recent written opinions that the Board's rate review process is not functioning properly. Problems at the STB were also not lost on Senate Commerce Committee Chairman John Thune when he championed STB reform legislation that won unanimous support from Congress and was signed into law last year.

To help resolve the ongoing problems at the STB, small and large businesses across the country have come together to support the adoption of reforms that will promote greater competition between railroads and improve the efficiency and effectiveness of the STB. These reforms are aligned with the pro-growth goals of your administration for many important sectors of the U.S. economy; they will help ensure that commodities, including grain, coal, fertilizer, forestry products, steel, and manufactured goods, can be shipped efficiently to both domestic and international markets.

December 15, 2016

Page 2 of 4

In the coming months, the administration will have the opportunity to appoint several new STB members, including a new Chairman. These positions are of great importance to our organizations and will have a large impact on the future of our operations. Board members must be committed to moving the STB forward instead of preserving the status quo. They also need to be fair-minded, objective and innovative when it comes to resolving freight rail issues.

We welcome further discussion with you on these issues, and look forward to working with your administration on policies that support growth across the entire U.S. economy.

Sincerely,

Rob Shama
President
Afton Chemical Corporation

John Riordan
President and CEO
Ardagh Group, Glass-North America

Richard P. Rowe
President & CEO
Arkema Inc

Bradley J. Westfall
President
ASHTA Chemicals, Inc.

Mathew Brainerd
Chairman
Brainerd Chemical Company, Inc.

Mark Nikolich
CEO
Braskem America, Inc.

Markus Klaehn
President and Chief Operating Officer
Brenntag North America, Inc.

Doug Brown
Chief Executive Officer and President
Brown Chemical Company, Inc.

Robert C. Brown
President/CEO
CALAMCO

Mark Rohr
Chairman & CEO
Celanese

W. Anthony Will
President and Chief Executive Officer
CF Industries

Bob Venable
President & COO
Charter Manufacturing

Mark Vergnano
President and CEO
The Chemours Company

Mark Davis
President and Chief Executive Officer
Chemtrade Logistics

Craig A. Rogerson
Chairman, President & CEO
Chemtura Corporation

Cindy Brown
President
Chippewa Valley Bean Co., Inc.

December 15, 2016

Page 3 of 4

Joe Alvarado
Chairman, President & CEO
Commercial Metals Co.

Mark Pytosh
President and CEO
CVR Partners, G.P.

Andrew Liveris
Chairman and Chief Executive Officer
The Dow Chemical Company

Edward Polen
President and Chief Executive Officer
EMCO Chemical Distributors, Inc.

Peter Campo
President
Gerdau Long Steel North America

Craig O. Morrison
Chairman, President and CEO
Hexion Inc.

Dennis Seith
President & CEO
INEOS Olefins & Polymers USA

Jeffrey W. Jones
Chairman and CEO
JCI Jones Chemicals, Inc.

Scott Mayfield
President & Chief Administrative Officer
Kenco

Kendra Lee
Chairman of the Board and Chief Executive
Officer
Merichem Company

Robert L. Peterson
President
Occidental Chemical Corporation

Herman J. Haksteen
Chief Executive Officer
Cryo-Trans, Inc.

John D. Williams
President and CEO
Domtar

Edward D. Breen
Chair of the Board and Chief Executive Officer
DuPont

Marc Maseman
Chief Executive Officer and President
Florida Chemical Supply, Inc.

Kevin Mirner
Chief Executive Officer and President
Harcros Chemicals, Inc.

Rebecca B Liebert
President and CEO
Honeywell UOP

Mark S. Sutton
Chairman and Chief Executive Officer
International Paper

Justin Flaten
President and CEO
JM Grain, Inc.

Jeanette Partlow
President
Maryland Chemical Company, Inc.

Joc O'Rourke
President and Chief Executive Officer
The Mosaic Company

John E. Fischer
President and CEO
Olin Corporation

December 15, 2016

Page 4 of 4

Mark W. Kowlzan
Chairman and CEO
Packaging Corporation of America

Jochen Tilk
President and CEO
PotashCorp

Clifford Otto
Chief Executive Officer
Saddle Creek Logistics Services

Mike Lacey
President
Solvay America, Inc.

Randy Stephens
President
SureGrow Ag Products, Inc

Ed Dineen
Chairman, President and CEO
TPC Group

Ed Flynn
President
Tronox Alkali

Mark Fenenbock
Chairman
W. Silver, Inc.

Steve Rodgers
Interim President
Yara North America, Inc.

Paul Lambert
President
PL International, LLC

Richard Garneau
President and CEO
Resolute Forest Products

Mark Gardner
President and CEO
Sappi North America

Robert Andersen
Chairman and Chief Executive Officer
Superior Oil Company, Inc.

Piotr Galitzine
Chairman & CEO
TMK IPSCO

Anthony Ridnell
Founder and Chief Executive Officer
TRInternational, Inc.

Joe Gorder
Chairman, President and Chief Executive
Officer
Valero Energy Corporation

Brad Hilleary
Chief Executive Officer
Webb Chemical Service Corp.