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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