October 3, 2025

Surface Transportation Board Members
395 E Street, SW,
Washington, DC 20423-0001

To the Members of the Surface Transportation Board:

America stands at the threshold of a new industrial era. Calls to reshore manufacturing, strengthen domestic supply chains and prioritize American workers aim to rebuild the foundations of our nation's economic strength – but whether those ambitions translate into lasting results remains to be seen.

For this revival to succeed, however, our country must match new industrial growth with the infrastructure capable of supporting it. That is why the proposed merger of Union Pacific and Norfolk Southern is so critical and why we write to you today to express our sincere support for the merger. By linking two of the nation's largest rail networks into a unified transcontinental system, this merger will unlock faster, more reliable and more affordable movement of goods across the United States.

The benefits are clear. The transaction will increase rail efficiency by eliminating bottlenecks where freight rail is delayed by handoffs between carriers at busy and inefficient interchanges in major cities, reducing waste and speeding up deliveries. A streamlined coast-to-coast rail system will also help reduce the cost of consumer goods transported frequently by rail, ultimately lowering costs for American consumers and families. The merger has the potential to benefit consumers by reducing prices on everything from groceries to household goods. A truly national rail system will strengthen our supply chains against disruptions and reduce reliance on foreign competitors – a true win for a resilient, America First future.

Just as President Lincoln's transcontinental railroad united the nation in the 19th century, this merger represents a 21st century opportunity to unite America's farms, factories, energy producers and retailers with the speed and precision demanded by today's economy.

We cannot ignore the global stakes. China is pouring billions into its "Belt and Road" initiative to dominate international logistics. Canada already operates its own transcontinental rail lines. If America fails to act, we risk falling behind. Approving this merger ensures that American goods are moved on American rails by American workers, ultimately strengthening our economy while protecting our national interests.

It is no surprise that Canadian competitors have voiced opposition. They know that a stronger American system means less freight flowing through foreign-controlled channels. But the Surface Transportation Board's responsibility is to the United States and its people, not to foreign corporations seeking to protect their market share.

The UP–NS merger is more than a business deal; it is an investment in America's future. It will create high-quality jobs, revive domestic manufacturing, and position our nation to lead in a fiercely competitive global economy.

We urge the Surface Transportation Board to approve this merger without delay.

Sincerely,

Andrew Langer, President
Institute for Liberty

Saul Anuzis, President
60 Plus Association

Tirzah Duren, President & CEO
American Consumer Institute

Grover Norquist, President
Americans for Tax Reform

Aiden Buzzetti, President
Bull Moose Project

Ryan Ellis, President
Center for a Free Economy

Brian Garst, Vice President
Center for Freedom and Prosperity

Jeff Mazzella, President
Center for Individual Freedom

David Ozgo, Executive Director
Center for Transportation Advancement

Rowan Saydlowski, Director
Center for Worker Freedom