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Transcript

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Webcast

Corporate Participants:

Keith Creel –President and Chief Executive Officer, Canadian Pacific

Other Participants:

Allison Landry – Analyst, Credit Suisse

QUESTION AND ANSWER SECTION

Allison Landry
Analyst, Credit Suisse

All right. Good afternoon, everybody, and thank you for joining the CS Industrials Conference. This is the first transport fireside chat. I'm very pleased today to have Keith Creel, the CEO of Canadian Pacific, with us. Had some exciting news out this morning on top of many other announcements over the last several months. So, Keith, thank you so much for being with us.

If you'd like to start with any comments, please do so and then we can jump right into Q&A.

Keith Creel
President and CEO, Canadian Pacific

Yeah. Let me do that, Allison. Number one, good afternoon. I appreciate the opportunity to talk, about our story at CP. I think it all starts with our people, though, so I'd be remiss not to thank our 12,000-strong CP family that's just done a phenomenal job to create this unique success story at CP especially in light of the year that we've navigated.

So, let me start with how the fourth quarter is unfolding. I can tell you that we're ahead of expectations. We're going into the last month obviously just starting into December after an unprecedented year. With volumes up low single digits, against a pretty tough compare. Granted, the fourth quarter was one of our strongest quarters last year; obviously, that was driven by crude and by frac growth which we're up against. But in spite of that, we're still doing extremely well, exceeding expectations. Our cost control, phenomenal. Train lengths were up 11%, train weights up 8% which demonstrates that we continue to carry out the productivity gains that we've experienced while we navigated through the pandemic.

And most importantly on a cost basis, our crew cost per k/gtm which is what we measure, is down 10% on the quarter. So that speaks loudly of the performance of the operating team and how pleased I am. I can't thank them enough as they continue to execute this railroad day in and day out. So, it's been an exceptional story this year during an unprecedented time. I'm super proud of what we've accomplished.

And of course, to your point, this morning being able to announce Hapag-Lloyd that will begin calling regularly to Port of Saint John in 2021. I would've gone back a year ago and obviously we knew then that we were purchasing the CMQ. What I did not know then is what it was going to unlock. It was compelling enough as it was strategically to give us reach to an East Coast port. But what we stepped into with the spirit of cooperation, to leverage that asset, to bring customer solutions to our customers 200 miles closer from tidewater to key strategic servings in Montreal and Toronto, I underestimated it in all fact.

So to be able to a year later say that Hapag is coming with the scale that they represent, with the solution that this is going to represent, it's just that strategic step in the validating that value proposition that I've been talking about for the last six, seven months.

The other piece super excited about is Maersk. Obviously we've announced that as of late, as of recently. That's another extremely compelling value creator for this company, not just for our shareholders and for our customers but also for the environment and the unique solution it creates in Vancouver given the scale. And the other exciting piece about that is that's actually going to come to us sooner than we had anticipated.

So we negotiated that contract to take over that business effective April 1, 2021. We're going to see our first Maersk discharge next week at Centerm in the Port of Vancouver which is exciting for us. Obviously it's not going to be 100% but it's going to allow us to start on that journey to scale up. And we certainly expect sometime in the first quarter, well before the start of the second quarter, to be realizing 100% of that business.

And then in lockstep while we're doing that, we're building that transload facility. We expect that to be done and operational by the end of the third quarter of 2021. So to scale that up, the opportunity that represents is extremely exciting for us in 2021.

Then next year, I'll remind people as well we've got the DRU coming online. That construction has continued through this pandemic. We're going to bring that online the middle of 2021. Just as a reminder as well, that's a long-term deal that we've signed with COP. They're going to have half the capacity when it opens up which is about two trains a day. It's 50,000 barrels. So if you do the math, it's two and we're working hard to sell the second.

And I think with the success, that creates, again, unique story for CP and our revenue streams. It bakes that into our revenue stream on a go-forward basis. So again, good for the customer, good for the environment given that it's a non-hazmat product.

And some of the other unique opportunities that come online in 2021, we've got the IPL facility which is a greenfield facility built in the industrial heartland using our landholdings up in Edmonton. That's going to allow us to continue to drive growth there. And then some of the other exciting things we've talked about on the technology side, driving productivity, driving safety, driving efficiencies.

We've got the new grain hopper fleet. We're starting to get critical mass. We're going to be over 3,000 cars by the end of this year on a journey to get up to six by the end of 2022. That's given us more capacity. That's allowing us underlying – when you're reading about us setting new grain records every month, you can continue that we're going to expect to set them until we realize the full potential of the build-outs with the grain loading facilities, the new unloading facilities that have – came online. You've got G3 that can land those trains now. That's new in 2020. We'll get to realized full benefit in 2021. We've also got Viterra, the Cascadia terminal, which we uniquely serve on the South Shore that now can land an 8,500- foot grain train. So there's more to come in that space.

I look at fluidity of the railroad. I look at bad orders alone; we're down 40% year-over-year. I talked about this before. Our grain fleet was the worst grain fleet, lowest capacity, least reliable, highest cost grain fleet in North America. We're changing that narrative to being one of the best as we go forward. So, we're going to continue to realize synergies from that.

And then the other piece is technology. We've never been one to pound our chests about it. I've always been one. I don't want to be bleeding edge. I want to be leading edge. But I want action. So, the space and the success we've created, taking two very important technologies. One is unique to CP; one is not.

But it's combining the power of the two. We've just recently realized exemptions from Transport Canada that allow us to take the visual scanning technology where we've got those cameras that can run a train through at 70 miles an hour that the industry's been talking about. And through our approach, we're able to minimize, reduce bad orders. We've got a waiver now using it to create a safety case where we actually do not have to do a safety inspection that we normally do today on our – we're doing today, yesterday on our potash fleets as well as cold wheel technology. We now are able to bypass one of the brake tests because that cold wheel technology literally allows you to test the effectiveness of the brakes and to target your repairs on your fleets much better than just a normal human brake test would do.

So, those two together exempted – exemption on our potash fleet. We just started running trains two weeks ago. Every one of those trains goes through Moose Jaw. It's about four hours of dwell that's eliminated because of those two combinations of technology applying that. And that mounts up to thousands of hours of train delay. That's not uniquely benefited to the potash fleet. It's also benefited and rolls across every other train that runs through that terminal. And it's a very dense terminal for us.

So, if you think about all those things, there's a lot of moving parts to that. But from productivity, efficiency, safety as well as our unique growth story opportunities, we continue to move the needle and continue to benefit our shareholders and our customers, and we don't see that changing. In 2021, the momentum we've created in this quarter will continue and carry into the first quarter moving into a normalization of the economy in the next year.

<Q – Allison Landry>: Well, thank you so much. Yeah, there's a lot going on, obviously, and I did hear your presentation at RailTrends so would love to dive into the technology piece and all the different things that you guys are doing.

But if we could just start on the demand side, I don't want to spend a lot of time on Q4 but you said things are trending better than expected. Are there specific areas or commodity types that are coming in a little bit better? Is anything coming in worse? And then I'd love to get into the growth opportunities fun part.

<A – Keith Creel>: Yeah. We've – I mean, across the board, except for crude, obviously, from a compare standpoint because we were so strong, fourth quarter last year and first quarter this year, if not for those two, we're seeing demand across every business unit. So, whether it's automotive, which is up – I don't know, it's compelling. We're up 60% automotive versus last year in this quarter. And again, that's being driven by the creation, the solutions with Glovis as well as the contract wins for Ford and Chrysler and that automotive compound that we built in Vancouver.

So, if you look at that, that will continue to drive very exciting, compelling growth for us in 2021. We don't have a full-year benefit of that. That Glovis contract just came on in September. Chrysler came on mid-summer. So, again, that's going to be pretty compelling for us next year.

We look at domestic intermodal. That's been an area of growth. We continue to benefit from demand in that space. Obviously, we've got a superior franchise given that we have the shortest lengths of haul in the key domestic markets. We've got more of a book that benefits from e-commerce given our retail customers, whether it's Canadian Tire which we're their main flagship carrier, Loblaws, Home Depot with distribution centers on our facility, Dollarama which we brought to our railroad. I guess now this is the second year that we've had had them in our book of business. All those spaces that are benefiting from e-commerce growth plays to our strengths. So again, we'll see additional growth in domestic next year.

International speaks for itself with the Maersk win and with the Hapag-Lloyd announcement which is upside that I'm sure no one had anticipated. That's going to be fueling our growth. We're pretty excited about it. And then energy chemicals and plastics. With what's going on, unique again to our industry. Outside of the DRU with the expansion with Suncor, the expansion or the on-lining of IPL, expansion with Shell. All those areas, in all honesty, they all speak to the strengths of the franchise.

And if I think about and try to – what does that mean? That means pretty firm convictions and no reason in the world this railroad can't realize mid-single to high-single digit RTM growth in 2021 while all the while enjoying margin improvement. So, I think that's pretty compelling from an investment standpoint.

<Q – Allison Landry>: It definitely is, and you just answered the question I was going to ask which is, yeah, the possibility of high-single digit RTM growth next year. But maybe just thinking about all the things you said, it's honestly getting hard to keep track of because there's just so many idiosyncratic opportunities. So you have the two separate Maersk contracts, the Hapag-Lloyd that you announced this morning, the auto compounds and DRUs. Just the list goes on and on and on.

So, obviously, I mean, it seems like just as long as the economic backdrop cooperates, that high-single digit RTM growth is probably pretty feasible next year. But maybe if you could talk about, say, I think it's very interesting. You've said for the last couple of quarters, there will be a carrier that calls on Saint John in 2021. Obviously, that has already come to fruition. How are you guys approaching these conversations whether it's with Hapag-Lloyd or Maersk or even Glovis? You're really entrenching yourselves in customer supply chains. Is that the key to growth going forward? And if you could sort of address those questions?

<A – Keith Creel>: Yeah. Allison, it's really just been doing what we say we were going to do, if I take you back to our Investor Day back that we had in Calgary a couple of years ago. Our franchise strengths are our lengths of haul are shorter than our competitor. We serve all the major markets before we were disadvantaged because we did not go east of Montréal, well we fixed that with the CMQ acquisition.

So if you take that and you take uniquely, you go to these major centers that we serve, we have land in every center. There's not one whether it's Vancouver, Calgary, Toronto, Montréal. Those are the four major population centers and even Saint John in partnership with the NBSR. There's room to grow and we have land that we – that's contiguous to our operations to expand on.

So, we've created supply chain solutions. We've gone to – like the Maersk opportunity. It's very unique. It's not replicable. You think about what happens on the West Coast of the US. There's about 75% of what comes off tidewater gets transloaded. In Canada, that number is about 25% in Vancouver. Well, you didn't have the facility to be able to do it. All this stuff had to be trucked off the port in a very congested area. The expense is very high. You had to pay for permits. The dray costs are outrageous.

So there's some things working against you that made all the sense to become tailwinds if you could create the solution. So, that's – with our land. We said, listen, we can build a facility inside our footprint. We can give you rail service from the port. We can take the truck out of the equation. You enjoy all those economic benefits. The environment, which more and more we all know ESG is more topical than it's ever been. It's critically important. This solution is compelling in that sense, which resonates not only with the government, with the world, with our employees, it makes great business sense and economy sense.

So to be able to do that and create a partnership that creates a stickiness, something that means something to the customer that allows them to get a competitive advantage so they can grow and in turn we grow is compelling. So, anywhere we can replicate that – that's what the Maersk solution is. That's why we built the automotive compound in Vancouver. That's what allowed us to win the Glovis contract. We're not selling rates. We're selling service. And it's – the service proposition is that supply chain solution. So, we realized a long time ago. Probably, after I've been at CP for two years, I said, listen, if we're going to win in this marketplace, we've got to matter to the customer. We can have the best run railway in the world but we've got to create value and it's got to be defendable. And it's got to be hard to replicate. It's got to be unique. And that's the business we've been about doing for the last three years.

And these things are coming to fruition. They didn't start yesterday. Obviously, many of these discussions have at least a year plus, two-year run times. And rest assured, there are other discussions that are ongoing. I'd be disappointed that – I could talk about Saint. John. The capital investment and the vision and the action is to grow that terminal to an 800,000 TEU capacity terminal. If we don't announce another ship coming to Saint John by the end of 2021 and then growth beyond 2022 when all that capacity is going to be there, we're not doing our jobs.

But rest assured, sleep well knowing that those discussions are already – they've already been initiated and they're being had. And certainly as we create success, and if you're not Hapag-Lloyd and you've got to compete against Hapag-Lloyd, and they've got something that can allow them to grow, then you want to replicate that.

I point to the grain story. That's another one that's compelling with the 8,500-foot grain model. G3 came to Canada, they wanted to build the most productive, highest capacity grain elevator in North American shore, the first built in Canada in decades. Let's make it world class. Well, we were at the table in those discussions. A 112- car grain train doesn't excite us. What should it look like?

Well, it should look like an 8,500-foot grain train. It should look like an ability in the field to build a terminal that isn't a bunch of ladder tracks, it's a loop track that allows me to pull in with 134-car, those new cars we're buying, 8,500 feet of cars, leave the power tied to it, you load it in 12 hours, I put my crew to bed, they're rested, power stays there, we don't have all the unnecessary deadheading and we're running it back to tidewater and load it the same way, and it creates tons of capacity which is great for the country, reliability in the supply chain and, at the same time, drives revenue streams at more compelling margins for the railway that allows us to continue to invest in that model.

So those are the things we're about doing. That's what PSR enables. That's the reason it's important that you don't grow for the sake of growth sake. You can't outstrip your capacity. You've got to be in lock step with and have that discipline to run as an operating company, and it creates marketing solutions that matter to the customers. That's the recipe. You just got to have the discipline to execute.

<Q – Allison Landry>: So, when you think about the – there's a lot of incremental volume that's again sort of idiosyncratic to CP. Do you feel that you're properly, not necessarily sort of short-term resource standpoint, but from a capital standpoint and a capacity standpoint to be able to handle that volume which presumably starts to flow in, in 2021, and pays dividends beyond that? Is there a point where – and I know you talked about creating capacity. There's all sorts of efficiency gains that you guys have made even in 2020: the train length and train weight and the grain hoppers, like you mentioned. Do you – at what point would CapEx need to tick higher to accommodate the growth, or do you feel that you have plenty of runway from where the network stands today to at least be able to handle that growth for the next two to three years?

<A – Keith Creel>: Yeah. The kind of growth we're talking about, mid-single to high-single digit growth, we've got a lot of capacity. The things we're doing that we haven't realized like talk about this technology, how do you put a number on how much additional capacity in that key corridor we're creating just with that one application of the technology to the potash fleet. So, we're creating our own capacity as we grow forward. Now, if we get to a point where we have a customer that comes to us and it's a compelling opportunity that says, CP, if you'll partner with us and we'll use your land and you spend some money, we'll spend some money, and we create a long-term partnership. Could that require us to spend more capital? Perhaps. But we'd tell you about that.

In the absence of that, you can expect us with our envelope. We're at CAD 1.6 billion this year. That's artificially inflated because of the grain hopper investment. That rolls off at the end of 2022. That's CAD 150 million, CAD 175 million in a year.

So, you take that back to free cash flow conversion, that 1.6 normalizes becomes a 1.4 and that cash is going back to our shareholders. That's pretty compelling, and I don't see any need to change that. I look at our locomotive fleet. We still have locomotives to repurpose on the sideline. I look at the strategic investments we're making every year. And I said this to my operating team, I have an annual meeting. The operating leader leads it.

Obviously, I used to be that guy, so I've stayed tight to it. With the operating team, we do it every November. And we're talking about our growth we have this year looking at next. So, they're thinking about all these things and they're thinking, well, that's a lot of growth, Keith. I say, wait a second, guys. You got to keep this in perspective. You go back to the growth, you layer this on top. You know we're not getting beyond 2019 and what have we done the last two years? We've spent a lot of money investing in capacity in this railway.

We've extended sidings. We spent money in Calgary optimizing that – what was a hump terminal. It's built to grow. So, you've got to pay our shareholders back for that investment. So rest assured that capacity is there. I don't see anything over the next two to three years with what we know, with all these initiatives that are going to take us beyond that. And I'm not going to be surprised. That's something that I've learned and I've watched and understand you can't let your appetite for growth outpace your capacity and ability be able to handle it.

So you've got to measure in lockstep – low-cost, profitable sustainable growth matters. So, before I'm going to spend a bunch of money with a customer, there's going to be some stickiness. It's going to make good business sense. And I'm not just going to build the church for Easter Sunday to coin one of Hunter's phrases. How many times did I hear that from him, and it captured the essence of it. You'll go broke if you try to run your business that way. And at CP, we're not going to run our business that way.

<Q – Allison Landry>: So, putting all this together in conjunction with all the productivity improvements in 2020 and even before that. It seems pretty easy to be able to get mid-50s OR 2021. And obviously I know you don't want to commit to anything like that and I know you've talked about this before but it's not quite – is a sort of mid-50s OR, is that where things start to tap out? And then it's sort of can't go below that because you need to invest for growth. What's the right way to think about it? Because you guys are pretty close and you have this massive pipeline of growth opportunities for as far as we can see. So how do investors think about balancing the OR with growth against free cash flow conversion and improving ROIC?

<A – Keith Creel>: Well, at the end of the day I – the OR to me is about balance. It's not about being the lowest. It's a natural outcome to run the business the right way. So I think it'd be hard to ignore the fact that if you look at our thesis, low cost sustainable growth, if you grow and it's profitable, you're bringing on good business and you're not impeding your ability to execute a fluid railway, it's a natural outcome. So when you see revenue growth you should expect margin improvement.

Now, you get to a point, mid-50s, if you get below that especially in our space and I'm talking Canadian, we're a North American railroad but we're more heavily weighted in Canada than in the US. And the regulatory environment in Canada is dramatically different when it comes to customers' ability to initiate rate challenges. It's baseball arbitration, final offer arbitration. So we've always been more conservative and modest. We provide value. We take your rates up. But it's – they're more conservative compared to our US peers.

If we get to a place where we go below that, I think you get to an environment where you introduce a lot of risks, where you're encouraging customers to not see the value in which you provide them but to see opportunity in trying to beat your rates down. So, I'm just not going to pick that fight. I don't think it's necessary. And I don't think we need to go there unless our competitor were to create a competitive threat with the difference in their ability to make money at a lower cost than us. Because that's where we were before. We couldn't compete for certain business and make a buck because our costs were so high. We've eliminated that impediment.

I think we take a lot of pride we're a little bit better. We run a railway this way and it's going to be a natural outcome. But again, it's about balance. It's not about being the lowest. But you can expect you're right, a natural outcome for us is a mid-50s area. And we're in a march to do that. And I think we'll get there before anybody in the industry gets there.

Who would have thought in this year that we faced the rail industry given we were sub-60 last year that we're going to realize margin improvement? I could've told you that back in January. You probably could have told me that in January. I'd say, well, wait a minute, I don't know if we're that good. Well, I'll tell you, this model works if you run it the right way. With the power of the people we have in this company and this franchise, that's a potential outcome. It's one that we're realizing. It's one – it's not easy, Allison. It's an outdoor sport. It takes the discipline. It takes the right culture. But if you get the formula right and you can execute it, that's possible. And it's something I'm proud that we're able to produce for our CP family as well as for our shareholders. It's nothing that we expect to change.

<Q – Allison Landry>: I think this is a perfect segue into – I mean, first, I guess maybe back up a little bit. I'd love to ask your thoughts on what CSX announced the other day. They're intending to acquire the

Pan Am. It does connect with the CMQ. So, from a CP standpoint, are there commercial sort of collaborations that are possible with CSX to extend your reach within the Northeast US?

And then more broadly, and this came up at RailTrends quite a bit but – and shippers, of course want more consistency and more tracking and tracing and more proactive outreach. And sort of what it all came down to was can the US Class 1s grow. And so my question to you, having PSR as part of your DNA and seeing what you've done at CP, can the US rails grow and do they just need to adopt the same model that you have at CP as opposed to there just being certain perhaps dynamics or favorable developments that have benefited the Canadian rails? I guess why would it be different for the US rails outside of a secular decline in coal? I know that's a lot of questions.

<A – Keith Creel>: Yeah. I think I can – short answer is yes, they can grow. Dependent upon their ability to pivot to growth and have the discipline and capacity within their organization, not to try to grow for growth's sake. Again, it's got to make sense. And to me, if I'm a US road, I've got to create customer solutions that matter to the customer, that doesn't just swing to the truck every time truck rates go down and we're oversupplied in capacity and trucking. They've got to insulate themselves if they're going to invest and grow with the customer and create that mousetrap.

So if it's a like-minded company that has the ability and the discipline to be able to do that and not just chase growth but create solutions that enable growth, that's what this model unlocks. So those that get that right will have an ability to enjoy success more so than those that don't. It's not just about cutting costs. It's about creating low-cost service that allows you to enjoy the synergies that railroads provide over truck. But you've got to have truck-like reliability. And you've got to have a footprint that helps the customer grow in their market space and save money.

And if you do that and that's what our stories have been, some will say, well – in Canada – part of the growth is just because they've shifted international business off West Coast US to Canadian soil. Well, yes, that's driven some of it, but unique to CP, we haven't grown. Our growth has not been driven by international intermodal. It's been driven by domestic intermodal which speaks to our franchise in the PSR creating that mousetrap. It's growing in automotive. All those areas, grain, potash, it's all about innovating, creating customer solutions. So, again if you can do that, then yes, you can enjoy growth success and still drive margin improvement and drive compelling.

Now, when it comes to CSX with their purchase of the Pan Am, standalone, the Pan Am for us especially with our purchase of the CMQ because there was a railroad that would have had to interchange to another railroad, sometimes that gets in the way of doing good business deals and creating customer solutions. But I think now with CSX buying that railway, we haven't looked at it yet, but rest assured, we will. But if you've got two likeminded railroads with similar operating models and similar minds about how to grow and with the desire to grow in that low-cost sustainable profitable manner, I've got to say that it's going to unlock some opportunities for our customers that don't present themselves today. So, we'll get to that.

<Q – Allison Landry>: Is that the next phase of growth for CP? Is that the US rails are – most have seemed very like-minded from a commercial standpoint. You guys have all worked together for years and years. So, is this sort of a good framework to think about sort of the next phase of growth for CP is being able to leverage what the US partners are doing in different connectivity and sort of for CP getting a more extensive reach into new markets? Is that the longer-term view? I mean, of course, you're doing such a great job in terms of the stickiness and in creating solutions for your customers, which is very evident. What's the longer-term thesis?

<A – Keith Creel>: I think that's just part of the way we run the railways, Allison. I mean, we have had and continue to have very productive discussions with our interline partners whether it's UP, whether it's KCS, whether it's NS, whether it's CSX. Literally, across the board, looking at in the absence of a transaction, combining the company. How can we realize some of those synergies? How can we create an operational solution that creates an ability to turn assets better for the customer that's going to be better for you and better for us?

So we've got – we're not talking about triples. They're singles. I could go railroad by railroad that this PSR discussion has opened up with eyes and a mind to be creating the solutions for their customers that without it, it never would have been enabled. I'll give you one case in point with UP. Lance and Jim Venna, the work they've done there to work with us to invest in that connection that existed before PSR going from the BC border to Oregon to Portland, to create synergies for carload business, to create synergies for potash business and grain business that has been enabled by PSR. Move the needle.

Before PSR, that corridor, we had to literally size our Canpotex trains to 130 cars versus the Canadian model, which is two-thirds of the business at 172. Well, imagine the lack of efficiencies and synergies and costs that went up in the air switching trains from 172 to 130, and how much capacity was lost.

Well, discussions that PSR enabled, we got to be able to do better. Now, we're running 188 car trains. So that means more potash moved, more reliability, lower cost, incremental fuel expense, same crew expense, more capacity. I mean it's compelling. And rest assured the railways that are implementing PSR, those discussions don't happen year one. You don't convert them all. This is going to be a multiyear opportunity for all the railroads that get the power of this model and that protect the principles of the model. You've got to make sure you run it as a railway, an operating company not a marketing company.

The natural outcome is you produce the product that the customers will value, but you've got to protect those asset turns, and the assets, and the fluidity of the network. It's not just growth for growth sake. It's got to make good sense and not impede your ability to run the network fluidly.

<Q – Allison Landry>: All right, Keith, I think we're out of time. If there's one message you would want to give to shareholders today, what would you say, outside of the power of the earnings that again – the earnings power of the business is substantial, free cash flow is improving, returns on invested capital improving. What are investors missing in the CP story in your estimation?

<A – Keith Creel>: All I would say is just stay tuned. They've been rewarded. This playbook has many chapters left in it. We said three years ago that we're going to pivot to growth. We've done that. We continue to do that. It's not going to change. We've led the industry in the last three years. We continue and expect to be leaders in growth and earnings as far as revenue as well and margins. It's just the way we run the business. That's not going to change and there's much more left to come.

<Q – Allison Landry>: Excellent. Well, you guys executed on that so far. So, looking forward for more to come on that. And congratulations on the deal announced this morning. Thank you so much, Keith. Appreciate your time.

<A – Keith Creel>: Stay healthy. Have a Merry Christmas.

<Q – Allison Landry>: Take care. Bye.

<A – Keith Creel>: Bye-bye.