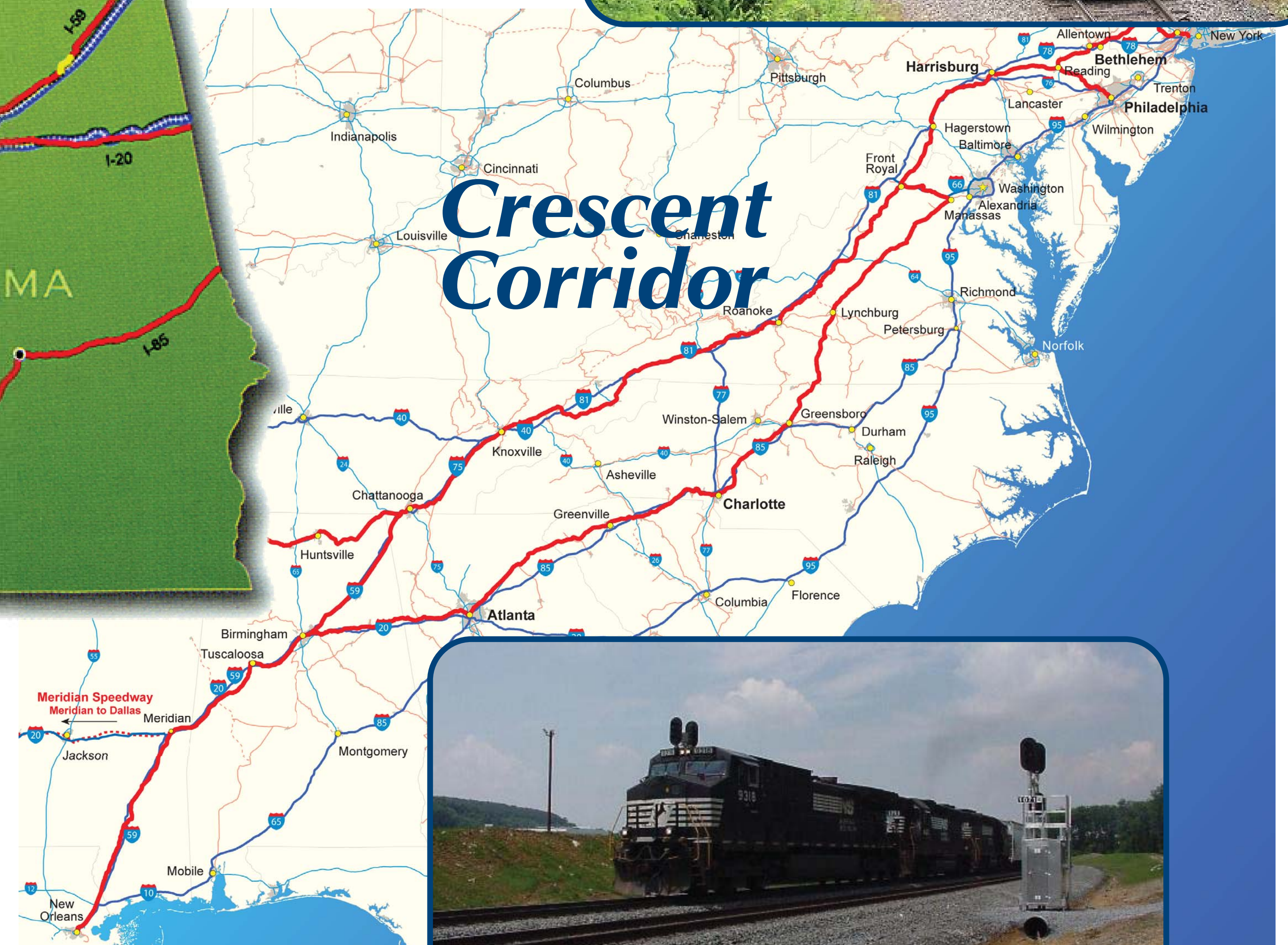
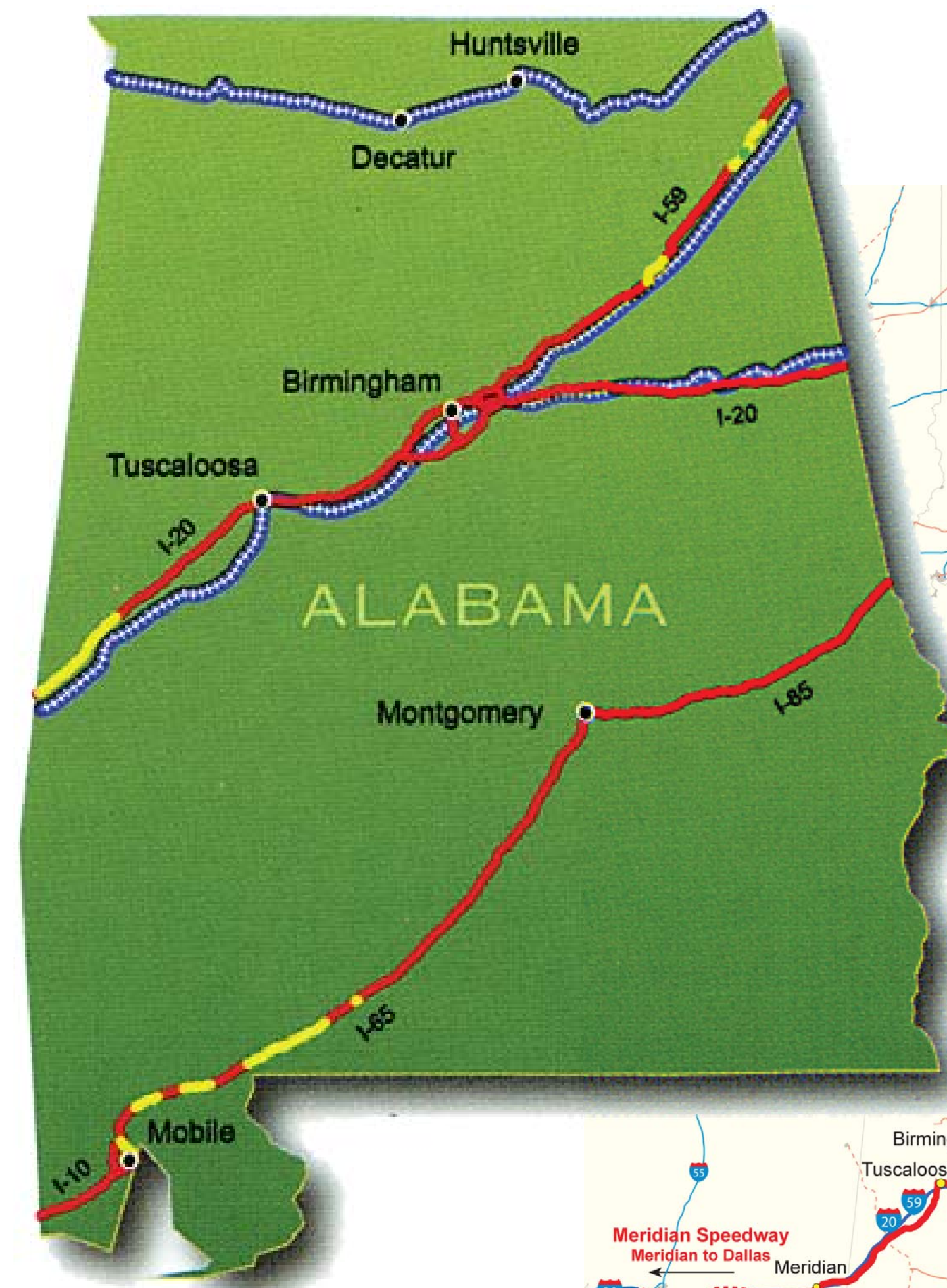
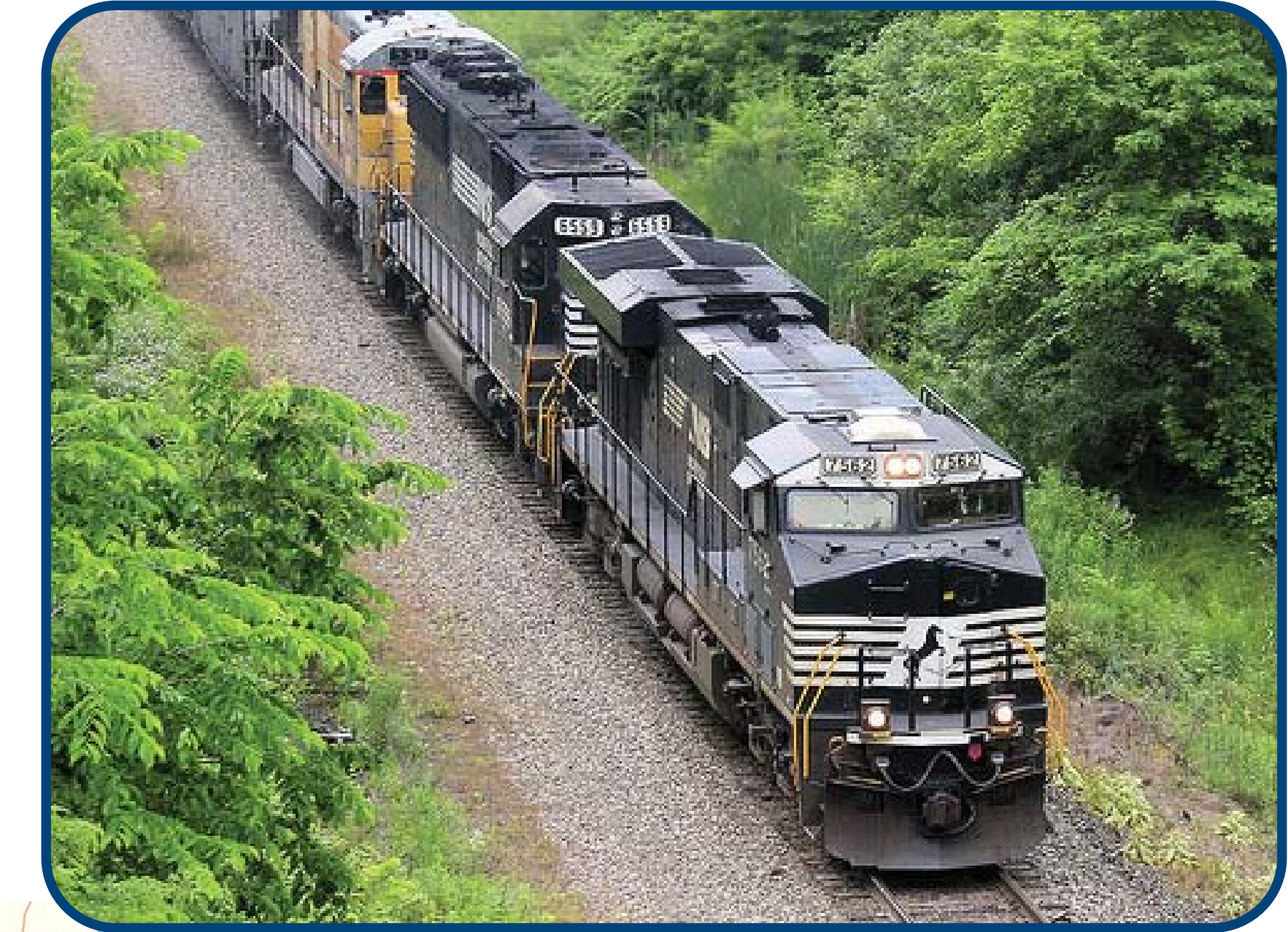


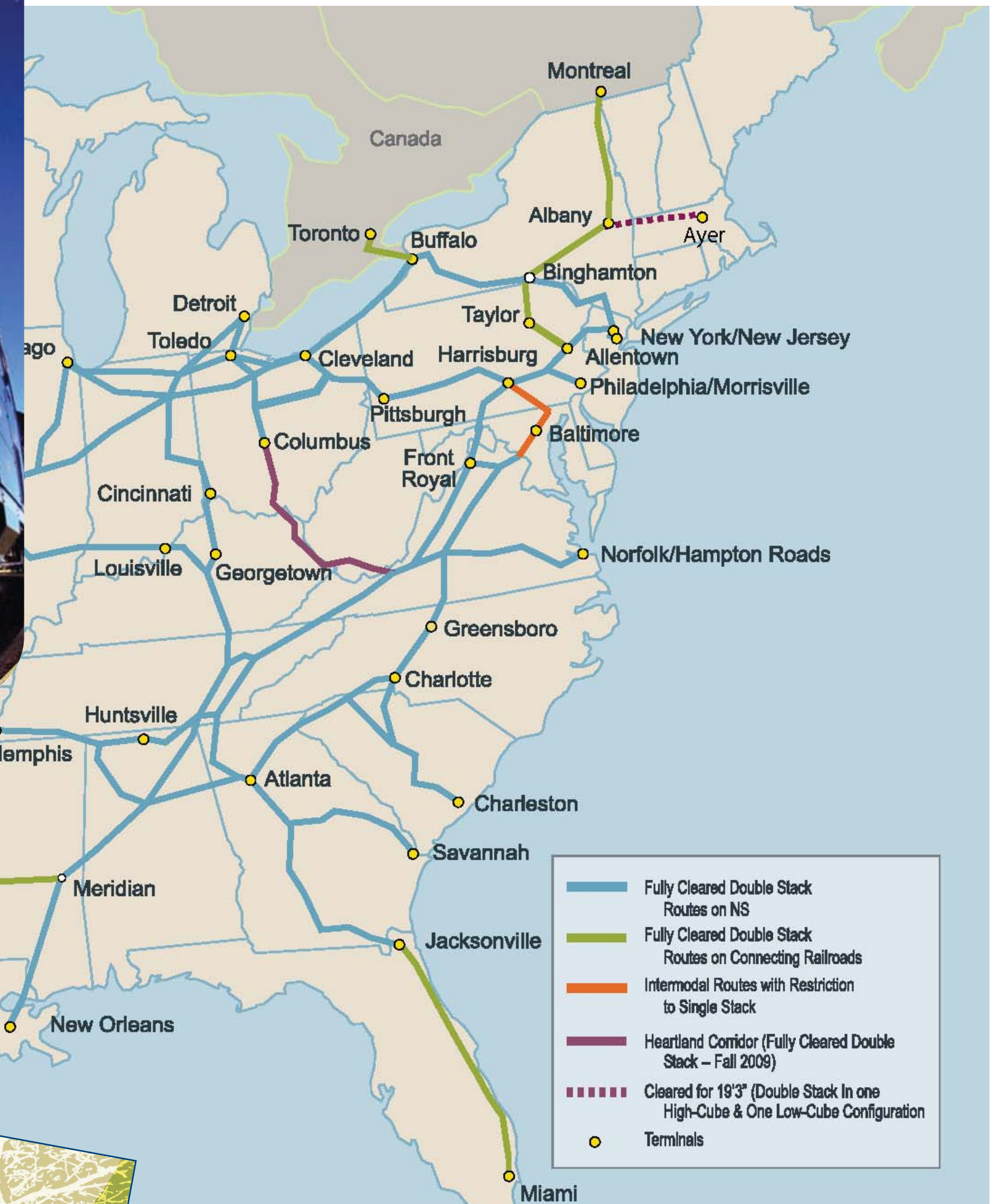
Who is Norfolk Southern?

- 1,372 route miles of tracks in Alabama
- \$19.7 million in state and local taxes paid in Alabama annually
- 1,800 employees and \$102 million payroll in Alabama
- 600 employees in the Birmingham area
- Attracted \$3.65 billion in investment in new and expanded industries in Alabama over the last 10 years, creating an estimated 10,600 jobs
- www.nscorp.com



Who is Norfolk Southern?

- Serves most of the U.S. east of the Mississippi River
- Most extensive intermodal network in the East
- Employs environmentally sensitive management of land, water and property resources
- Won the rail industry's highest award for employee safety – the E.H. Harriman Memorial gold medal – for each of the last 20 years



Our Commitment To Sustainability



Norfolk Southern is committed to being a responsible corporate citizen of the communities we serve. We appreciate the natural beauty of the environment in which we operate, and we are dedicated to preserving resources so they are passed on to future generations.

Companies that incorporate sustainability practices into their business operations strive to be at harmony with the world in which they operate. Norfolk Southern is working hard to achieve this balance. You can read about our progress in this document, our first-ever sustainability report. We have endeavored to make it as comprehensive and transparent in our reporting as we possibly can. From our beginnings in the earliest days of American railroading in the 1830s, Norfolk Southern and the rail industry as a whole have made great leaps toward environmental consciousness. In future reports, we plan to document continuous progress and improvement in sustainability efforts. So I invite you to take a close look, beginning with our business profile, which is followed by an analysis of our governance structure and management systems. The report next describes the steps Norfolk Southern is taking to achieve sustainable economic, environmental, and social performance. We are particularly proud of the section that highlights some of our people who are making a difference in support of sustainable business practices. It illustrates what I never tire of saying whenever I have the opportunity: The people of Norfolk Southern are the key to our company's success. It's true in our industry-leading safety record, in our financial performance, and in our operating and service efficiency. As you will read, the contributions our people are making toward excellence in sustainability are just as impressive.



SUSTAINABILITY REPORT

THIS TRAIN IS ACTUALLY GREEN.

Norfolk Southern trains may be painted black and white, but every day they prove they're green. One train can take up to 300 truckloads of freight off our congested highways. That helps reduce pollution, fuel use, and demand for foreign oil. We're recycling, adopting clean technologies, and working with public agencies and other partners to promote environmental stewardship. That's good for the environment and the economy.

[Click here to learn more about NS and the environment.](#)

Norfolk Southern's vision: Be the safest, most customer-focused and successful transportation company in the world

