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NS newsbreak

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Safety awards recognize achievement, sharpen focus for 2008

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More than 500 Norfolk Southern employees gathered in Norfolk for the annual safety awards meeting and expo. They heard from NS' Harold F. Hammond Award nominee, learned about 12 employees who went above and beyond the call of duty to assist people in need, listened to employees across the system talk about their personal commitment to safety, and even heard comments from a "caveman."

The 2008 safety focus – Thoroughbred Safety ... A Constant State of Mind – was unmistakable at the Safety Expo the night before and throughout the meeting. Divisions and departments outdid themselves to show their commitment to achieving double zeros – no incidents and no injuries – in 2008.

The highlight of the day was the presentation of awards in 29 categories for injury- and incident-free performance in 2007.

"I believe the way to take advantage of the opportunity to improve safety and to use changing times for our benefit is for all of us to be totally committed to the safety process," said **Chuck Wehrmeister**, vice president safety and environmental. "To be committed means that we do whatever it takes to ensure that safety is a constant state of mind. There will always be distractions. There will always be changes. There will always be challenges, but if safety is the constant, we won't be diverted, and our attention will remain where it needs to be."

Keynote speaker

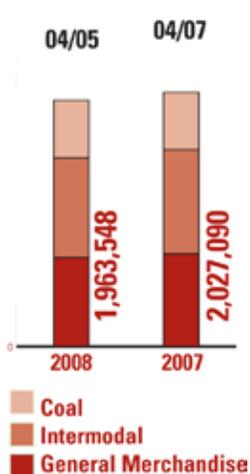
Helen Sramek, president, Operation Lifesaver, focused on the important partnership between NS and the highway-rail grade crossing safety campaign. "We are partners in safety with more than 200 NS Operation Lifesaver presenters working in the community." Sramek said nationally, Operation Lifesaver volunteers reached more than 3.7 million people in 2007.

Dedication to workplace and community safety earned **Mike Kline**, a carman at Williamson Shop on the Pocahontas Division, NS' Harold F. Hammond Award nomination. The award is given annually and named for Hammond, a former



Alice Katusich, secretary to the vice president operations planning and support, shows her star quality at the safety expo

Carloadings Year to Date



Week #1 began Dec. 30, 2007, for the year 2008 and Dec. 31, 2006, for the year 2007.

president of the Transportation Association of America, who served as chairman of the nominating committee for many years. The winner will be announced at the E.H. Harriman Awards ceremonies in Washington, D.C., in May.

Three employees represented their respective departments and gave their perspectives on safety. **Cliff Rhodes**, a carman leader on the Virginia Division from Shaffers Crossing in the Roanoke Car Shop, told the group about his division's secret to success. "The number-one secret to our success is employees. If you think about it, safety is really all about employees. It's the safe choices we make or the chances we take."

The importance of job briefings and constant communication throughout the day was the message from **Don Hoffman**, a signal maintainer of Leipsic, Ohio. "We use job briefings to communicate about the task at hand with each other, by ourselves when working alone, and with other department employees when working as a group," he said.

Heath Cave, an engineer on the Hagerstown District of the Shenandoah Division, and a fourth-generation railroader, spoke of the family atmosphere in his district. "We are like a family on the Hagerstown District, and we look out for each other. We work safely on the Hagerstown District not because we are told to, but because we want to. We instill the belief that each individual should work safely for each other and our families so that we can go home injury-free every day."

That family feeling has even more meaning for Cave in that his father, two uncles and a cousin work with him in the district and have a combined total of nearly 100 years of injury-free service. They refer to themselves as the "cavemen."

Two employees received the Chairman's Award for working injury-free for 50 or more years. Engineer **Buster Davis**, Norfolk, has worked 52 years injury-free, and **Ed Massie**, an engineer from Crewe, Va., has achieved a 50-year injury-free record.

Wehrmeister summed up the challenges facing all NS employees when it comes to safety. "It's good to take time today to celebrate our safety achievement, but at the same time, we must keep in mind that we are beginning a new year. With a new year comes new beginnings, new technology, and new Thoroughbreds. These are days of rapid change, and with change comes opportunity. Through these changing times, I trust that one of the main constants is our commitment to safety. For safety should be a constant state of mind for each and every Thoroughbred."

Meet Edward M. "Mike" Kline, Norfolk Southern's 2007 Harold F. Hammond Award Nominee

Mike Kline, a carman at Williamson Shop on the Pocahontas Division, is Norfolk Southern's 2007 Harold F. Hammond Award nominee. The award is given annually and named for Hammond, a former president of the Transportation Association of America, who served as chairman of the nominating committee for many years.



Mike Kline

In nominating Kline, CEO **Wick Moorman** said, "Because of his efforts and leadership, the shop, the train yard, and the Williamson community are all safer places to work and live. His safety accomplishments, both at work and in the community, consistently surpass the stringent eligibility criteria for the Hammond Award."

Kline's involvement in the safety process has been a lifelong endeavor, both on and off the railroad. He has worked 27 years without a reportable injury or rule violation.

Kline helped establish the Williamson Safety Committee in 1985 and has served as chairman for many years. He also is active in the Pocahontas Territory Safety Committee and participates in various system safety teams and committees, including serving as chairman of the NS Safety Action Team that promotes safety systemwide. He conducts daily and weekly safety meetings and investigates and handles safety items.

He is a presenter for Operation Lifesaver, participates in injury investigations, coordinates safety orientation for new hires, and assists with winter and summer safety workshops. He also organizes and oversees Williamson's interdepartmental Employee Family Day Program, safety cookouts, and the safety slogan/safety poster contest.

Kline performs quarterly inspections of cranes, tools, electrical equipment, vehicles, shop equipment, chains, lifting equipment, and burning and welding equipment. He performs an annual inspection of all employee personal protective equipment, safety books, and publications. He also develops safety training programs for employee safety at home and brings in seasonal safety messages to share with his fellow employees.

His dedication to safety does not stop at the end of the workday. He is active in his local church, where he serves as a deacon, Sunday school director, and youth worker. He has used his railroad first-aid training at church by assisting a child who had choked on a coin and by helping a small boy who sustained severe head injuries in an ATV accident.

Above and beyond: Heroes abound at safety awards

At Norfolk Southern's annual safety awards meeting, 12 employees were recognized for going above and beyond the call of duty to help others. Here are their stories:

While traveling in a taxi to the head end of his train in Columbus, Ga., Engineer **Chris Brooks** noticed smoke billowing from a large fire in a vehicle parked at a local lumber company. A former firefighter, Brooks asked the taxi driver to call 911 for assistance. Brooks then climbed two fences and used fire extinguishers to prevent the fire from spreading to a nearby building until firefighters arrived.

Bridge Foreman **Freddie Evans** of Richmond, Va., was hi-railing and keeping watch for a mentally-handicapped man who reportedly had wandered away from home in the vicinity. Evans spotted a man matching the description and called NS police to contact local authorities. Evans gave the man some water and stayed with him until police arrived. The local chief of police extended a special thanks to Evans for his vigilance and for taking care of the man until he could be returned safely home.

After delivering his train, **Phillip Wright**, a Memphis, Tenn., engineer, noticed heavy black smoke nearby. He radioed the yardmaster and asked him to notify the fire department. He then made sure that the fire department had been reached. The incident turned out to be a house fire, inadvertently started by an elderly man in diabetic shock who had knocked over a heater. The life of the elderly man was saved as firemen were able to remove him from the house in time.

Carman **Leon Dickerson** heard a cry for help and left a trailer in the Canton, Ohio, car shop to investigate. He ran out and saw a trainman fall and strike his leg on the south rail. Dickerson immediately went to aid the man. Noting his injured, bleeding leg, Dickerson used his belt on the trainman's leg as a tourniquet. He also made sure that an ambulance was dispatched to the scene.

While off duty at a hotel in Collierville, Tenn., Foreman **Eric Davis** received a request from a guest to help with her husband who had become sick just outside their hotel room. Davis assisted the sick man to his hotel room and stayed with the man until the wife could get additional medical assistance. After the wife's return from the drug store, Davis gave her his room number in case she needed any further assistance for her husband during the night.

When a truck loaded with logs pulled in front of a train in Dover, Ga., the lead locomotive struck the rear of the truck trailer and dragged the truck nearly 75 feet before stopping. Checking on the driver, Pump Repairmen **Teddy Lowery** and **Jeffery Robinson** disconnected the battery cables on the

truck and watched for fire. Supervisors **Jess Snyder** and **Dave Gilley**, along with Pump Repairman **Quent Schaefer**, found the driver upside down in the sleeper compartment, bleeding, and apparently in shock. All worked to upright the driver in the cab so he could breathe properly and kept him alert until emergency responders arrived. Pump Repairman **Bobby Brown** assisted the emergency responders in getting the driver out of the cab.

Special Agent **John Hartman** was on his way to New Albany Yard when he stopped at what appeared to be a traffic problem. He soon discovered that a man was shooting indiscriminately at people in stopped vehicles. The suspect ran as soon as he saw Hartman approach. He fired several rounds at a nearby pedestrian. Hartman identified himself as a police officer and ordered the suspect to drop his weapon. The suspect then fired his weapon several times at Hartman, ran down an alley, and turned his weapon on himself. Hartman received the Norfolk Southern Police Department's Medal of Valor for his extreme courage and handling of the situation.

Toyota recognizes Norfolk Southern with logistics awards

Norfolk Southern received Toyota Logistics Services 2007 President's Award for overall logistics excellence among rail carriers, Toyota's highest award given to a logistics provider.

The award is based on overall performance in customer service, on-time performance, and quality. NS has received the President's Award five times since the program began in 1996.

"Outstanding and consistent service performance, a proven commitment to working with the customer, and a focus on damage prevention are all in alignment with Toyota objectives," said Alan DeCarr, group vice president for Toyota Logistics Services & International Operations. "We are pleased to recognize Norfolk Southern as a repeat recipient of the President's Logistics Award."

"Norfolk Southern's partnership with Toyota started in 1986, when the company opened its first U.S. plant, in Georgetown, Ky.," said **Donald W. Seale**, NS executive vice president and chief marketing officer. "Our commitment to that partnership remains strong today, and we look forward to continuing to meet Toyota's high standards for excellence by providing safe, damage-free, on-time service."

Norfolk Southern also received Toyota's Logistics Excellence Award for On-Time Performance among rail carriers. This is the seventh time NS has won the award. NS transported 700,000 Toyota vehicles in 2007, including those originating from NS-served plants in Georgetown, Ky., Lafayette, Ind., and Princeton, Ind.



Freddie Evans, a bridge foreman of Richmond, Va., helped local police locate a missing person.

Celebrating Thoroughbred Safety ... A Constant State of Mind

Spirits were high at Norfolk Southern's annual Safety Expo. Operating divisions and many departments and organizations showed their commitment to "Thoroughbred Safety ... A Constant State of Mind" through innovative

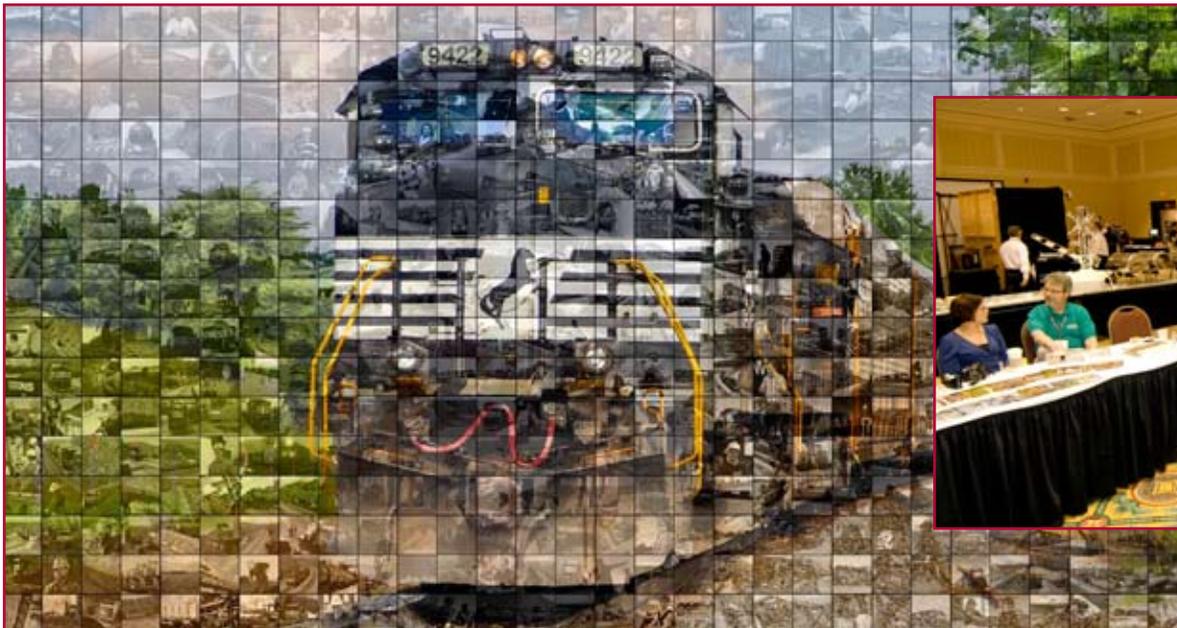
and fun displays. Those attending had the opportunity to win prizes for their knowledge of good safety practices and their athletic prowess. The Lawmen, NS' band, also provided some toe-tapping fun.





Brainy gives thumbs up as "Dr." Shirley Gray-Smith examines his head during the safety expo. Gray-Smith, assistant manager of the crew management center in Atlanta, was among employees representing the customer service booth. Brainy is the mascot for the "Train Your Brain" campaign reminding people to be safe around trains. The program originated in Memphis, Tenn., in 2007, and is scheduled to launch in Raleigh, N.C., this year. Bringing Brainy to life at this year's expo was Gwen Staton, assistant to vice president corporate communications, Norfolk.

Clockwise from right: Terri Kwasny, compliance specialist, helps people get in the SPIRIT; Randy Brink, manager intermodal equipment assets, and Yvonne Dunlea, account manager industrial products, man the diversity booth, the completed diversity booth showing how it takes all of us to create Norfolk Southern; Mary McNeeley, director visual communications, is on the ball; Special Agent Robert Swank and his K9 partner, Brando, greet Krista McAninley, general attorney compliance, and her family; Jay Adkins of the Roanoke Locomotive Shop shows the shop's focus on safety, the Harrisburg Division helps make the goal of safety a constant state of mind.



2007 safety winners

Best Regional Operations
Northern Region

Best Transportation region
Northern

Best Mechanical Department
Locomotive

Best Engineering Department
Communications and Signals

Best Operating Division – Group 1
Harrisburg

Best Operating Division – Group 2
Virginia

Best Transportation Division – Group 1
Virginia

Best Transportation Division – Group 2
Pocahontas

Best Transportation Terminals – Group 1
Bellevue, Harrisburg, Kansas City

Best Transportation Terminals – Group 2
Allentown, Charlotte, Detroit, Fort Wayne, Macon,
Savannah, Sheffield

Best Mechanical Territory Group 1
Virginia

Best Mechanical Territory Group 2
Illinois

Best Mechanical Shop Group 1
Chattanooga Diesel Shop

Best Mechanical Shop Group 2
Bellevue Locomotive Shop

Best C&S Group 1 Territories
Dearborn, Lake, Piedmont

Best C&S Group 2 Territories
Lines East – Gang, Northern Group 1, Northern
Group 2

Best MW&S Region
Western

Best MW&S Division Group 1
Harrisburg

Best MW&S Division Group 2
Illinois

Best MW&S Gang
Greenville Production Gang

Best MW&S Shops
Roadway Material Yard

Best Support Services
Centralized yard Operations, Crew Management,
Engineering Miscellaneous

Best Non-Operating Groups
East Carolina Business Unit, Marketing Depart-
ment, Roanoke Accounting Operations

Most Improved

Transportation Departments
Chicago Terminal, Pittsburgh Division

Mechanical Departments
Conway Locomotive Shop, Harrisburg Territory

Engineering Departments
Virginia Division, MW&S, Pittsburgh Division C&S

Outstanding Performance

Transportation Departments
Chattanooga Terminal, Chicago Terminal, Norfolk
Terminal, Roanoke Terminal

Mechanical Department
Shaffers Crossing Locomotive Shop

Engineering Departments
Alabama Division MW&S, Lake Division MW&S,
Harrisburg Division C&S, Charlotte Roadway Shop,
North Pump Repair

Story of ‘Thoroughbred 24/7’ begins on a rainy night in Georgia

Rain glistens on rails at midnight. In the tower at Atlanta’s Inman Yard, yardmaster **Ricky Hall** and Terminal Trainmaster **Jason Kirkland** monitor their computers and the tracks below as they build a train scheduled to depart for Jacksonville, Fla., in an hour and a half. “It hasn’t rained in six months,” says Hall, mindful of Atlanta’s drought-induced thirst.

On the ground at 12:40 a.m., photographer Bob Hughes trains his camera on an approaching locomotive. That picture, one of 384 images he creates in 21 hours of shooting in nearly constant rain at three Norfolk Southern facilities, becomes one of 19 photographs selected for the company’s 2007 annual report, mailed in March to stockholders.

The annual report, titled “Thoroughbred 24/7,” tells the story of a record-setting year through the “lens” of a single day. It features

photographs from throughout the transportation network on Oct. 23, 2007.

"It was an experience," Hughes said. He was among 11 photographers who submitted a total of 1,873 images taken at 15 locations that day – from Macon, Ga., to Altoona, Pa., from Homer, Ill., to Norfolk. Among the photographers were **Nicole Michael**, NS photo co-op student, and **Wes Cheney**, photographic consultant, both of corporate communications in Norfolk.

Cheney coordinated all the photographers' assignments, even as he traveled to Pittsburgh for his own photo shoot that day. Constantly tracking weather forecasts around the system as the chosen date approached, he tried to be optimistic in his last-minute instructions to photographers. "The weather for Tuesday is not ideal, but a little rain goes a long way toward making the railroad look prettier," Cheney said. "Overcast skies can also make for more even lighting, which is particularly helpful when photographing black-and-white locomotives."

By midafternoon, rain pours at the Whitaker Intermodal Terminal west of Atlanta as photographer Hughes works with NS Division Manager **Jeff Amado**. After a drive back to Atlanta, Hughes calls it a day. It's all in a day's work, and it becomes part of the story of the annual report.

On that day, notes the annual report, "1,705 trains operated on the network. Eighty-two trains hauled 1 million tons of utility coal, enough to provide power for nearly every household in Virginia for a month. Seventy-six trains transported 51,000 new cars and trucks; others carried everything from wind turbines to 56 million pounds of granulated sugar."

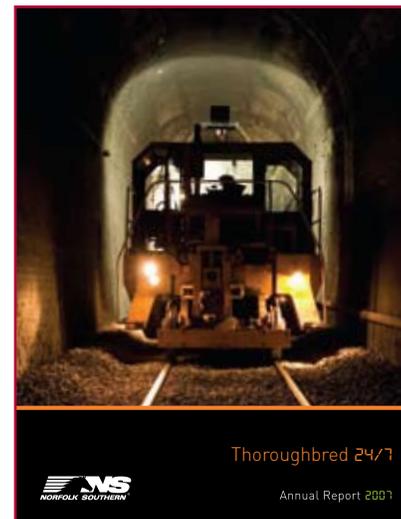
The end of the story summarizes the day. "Oct. 23, 2007. It was one day in the operation of Norfolk Southern – a day on which the railroad moved tons of commodities across its network without a single reportable employee injury. While only a snapshot, the success of that one day multiplied by 365 captures a picture of the superior performance and strong financial results achieved by the company in 2007."

For the 18th consecutive year, Norfolk Southern earned the top industry award for workplace safety. Railway operating revenues, income from railway operations, and diluted earnings per share all set records.

In his letter to stockholders, CEO **Wick Moorman** said, "2007 was, in my opinion, a watershed year for us in that it answered the question of how real and long-lasting our improved performance would be in the face of an economic downturn. The answer was a strong affirmation that our prospects remain very bright.



Above left: Bob Hughes's photograph of an approaching train in Atlanta's Inman Yard. Above right: Cover of the 2007 Annual Report



Moorman said, "This annual report shows just a small part of what goes on across Norfolk Southern on any given day. It illustrates the breadth and complexity of our business, and the skills and dedication of Norfolk Southern people as they go about their work of providing transportation service to our nation's businesses and industries, 24 hours a day, seven days a week."

Planning for the 2007 annual report began in August 2007, coordinated by corporate communications and the Edelman public relations firm. In October, the annual report team interviewed Norfolk Southern's top management group to discuss key messages to be included in the report.

Before year-end, a first draft was circulated among management for review. Three drafts and two top-level management meetings later, the report was declared ready to send to the Audit Committee of the board of directors, then to the full board, for approval. On March 20, it was posted on the NS Web site, and on March 21, mailing began for some 203,000 printed copies.

The report is certified by the Forest Stewardship Council, which promotes environmentally responsible printing standards. To request a copy, call 800-531-6757, e-mail annualreport@nscorp.com, or write to Norfolk Southern Corp., Corporate Communications Department, Three Commercial Place, Norfolk, Va. 23510-9217.

The photographs and story of the events of Oct. 23 also are available in a separate publication. To request a copy, contact corporate communications.

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