



Service Leadership

Norfolk Southern Investor and Financial Analyst Conference

June 8, 2011

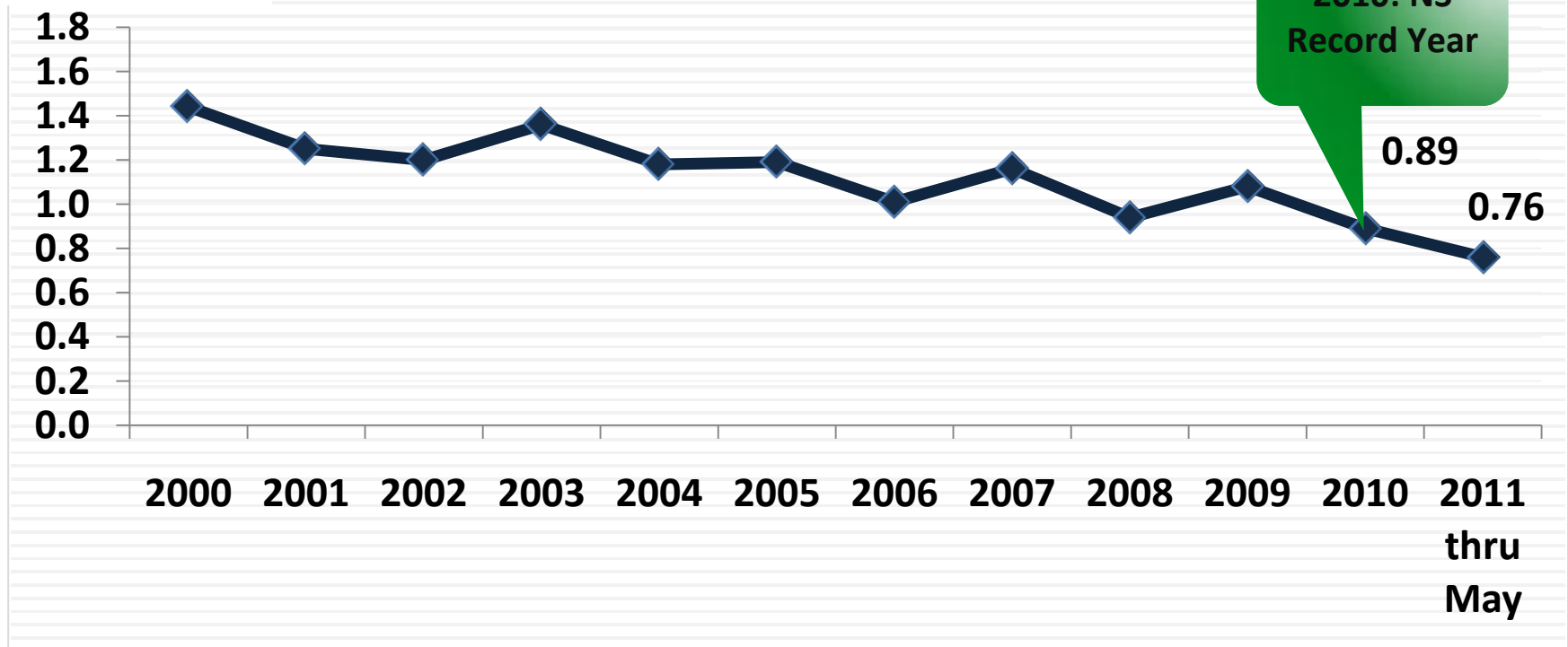
**Mark Manion
Executive Vice President &
Chief Operating Officer**

Leading the Industry in Safety



NS Earns 22nd Consecutive Harriman Gold Medal in 2010

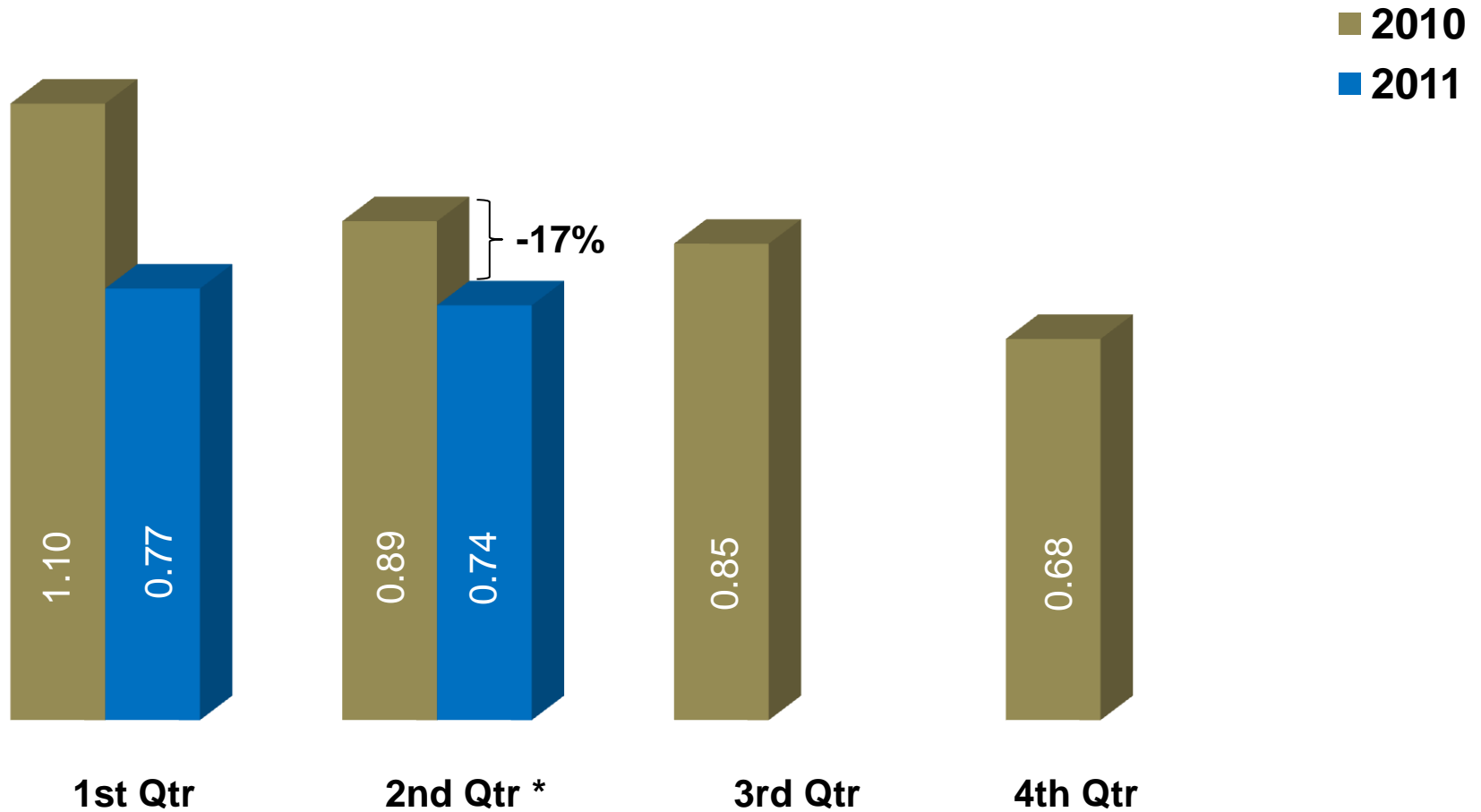
Injury Ratio per 200,000 Employee Hours



Quarterly Safety Performance

By Quarters 2010 - 2011

(Injury Ratio per 200,000 Employee-Hours)

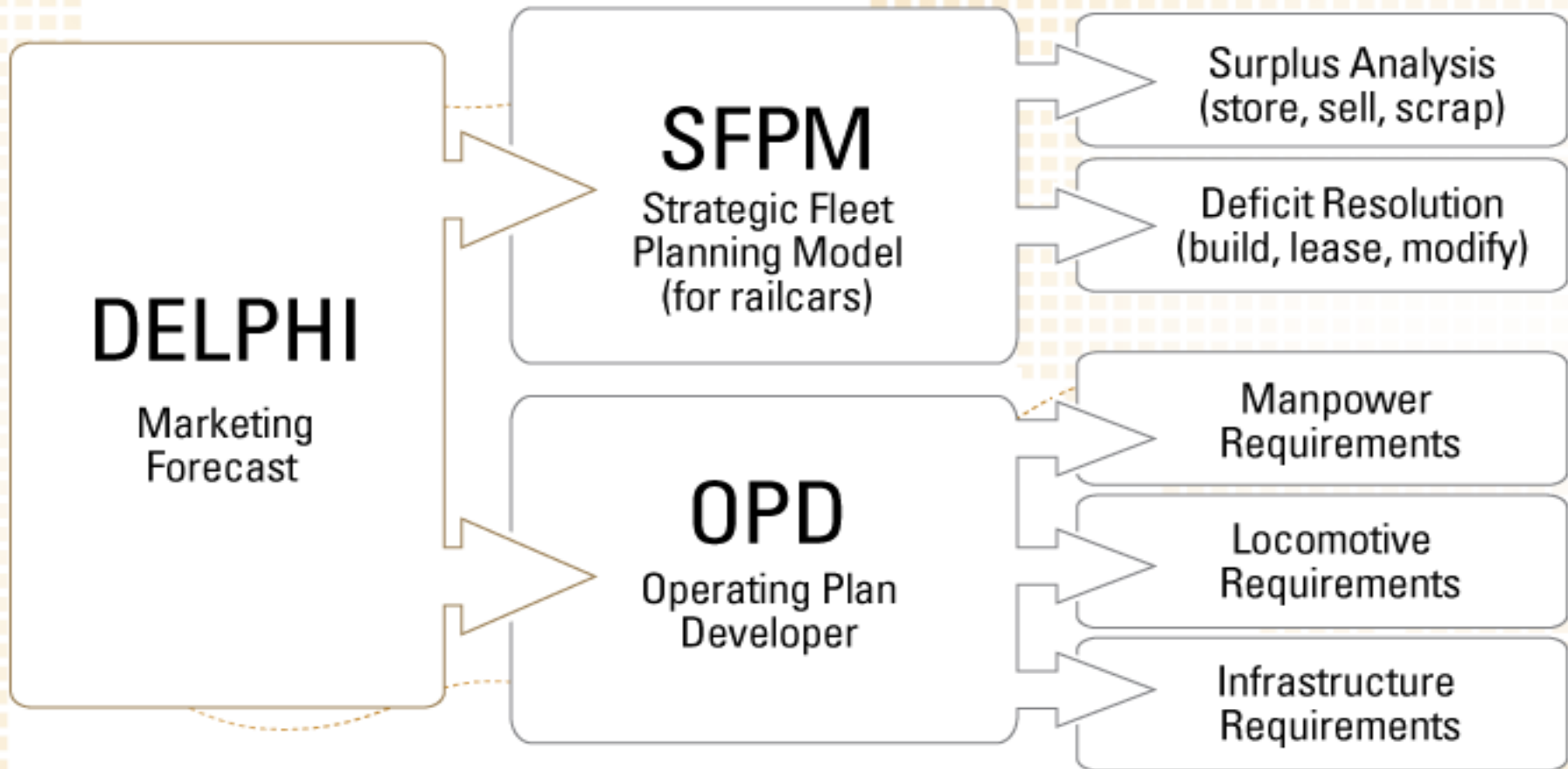


•Through May 2011

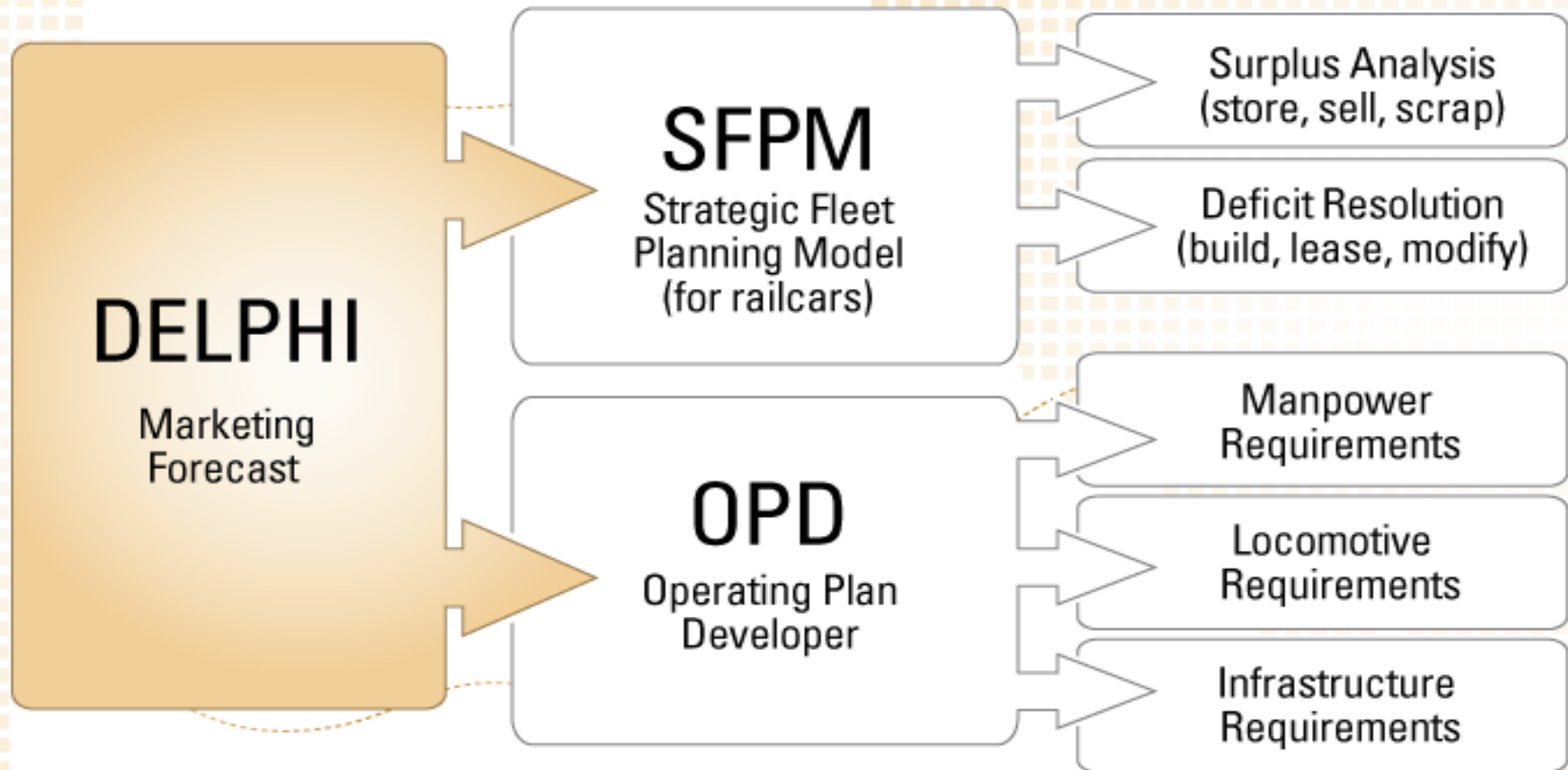
Values and Drivers



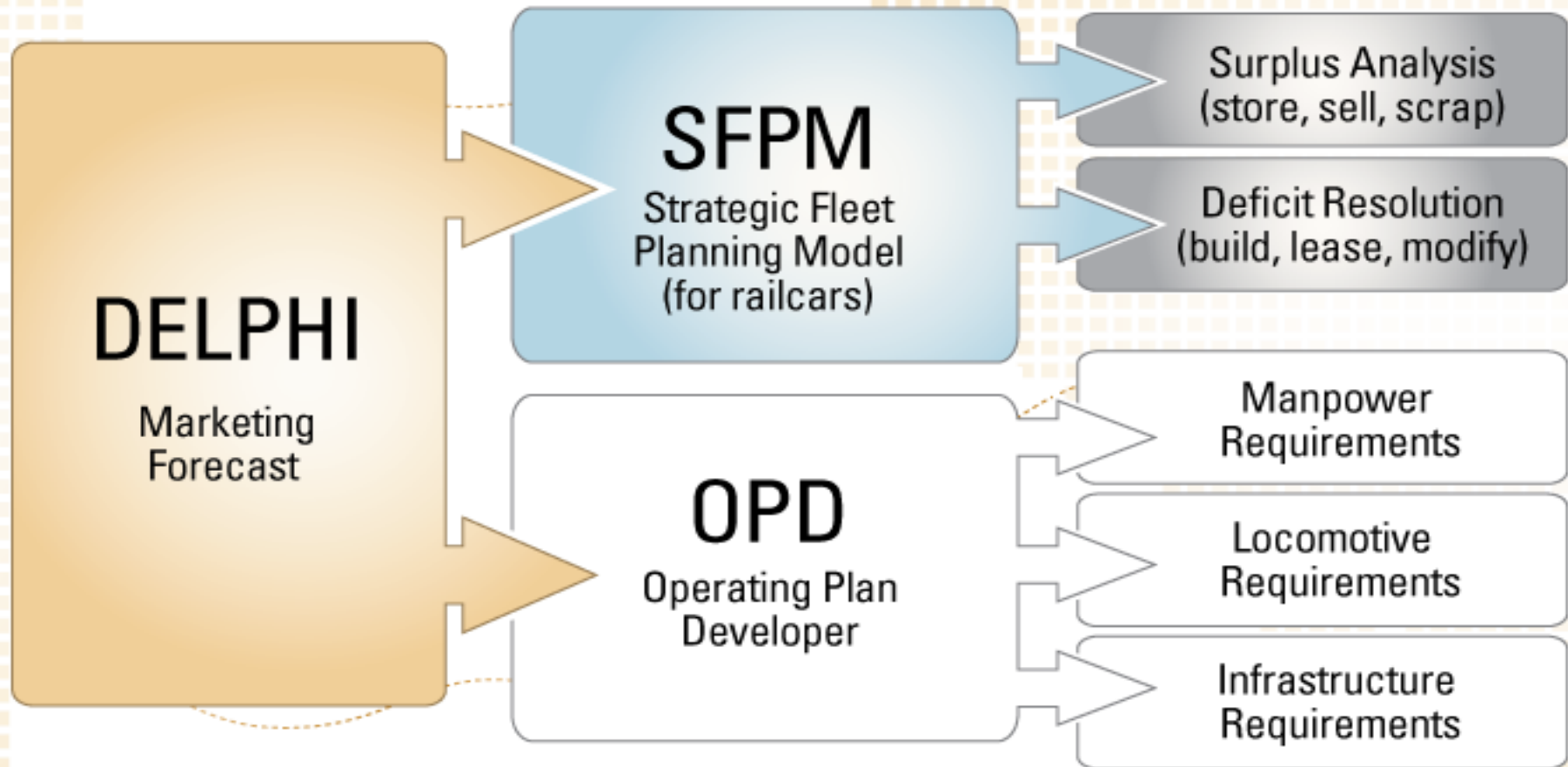
Resource Planning



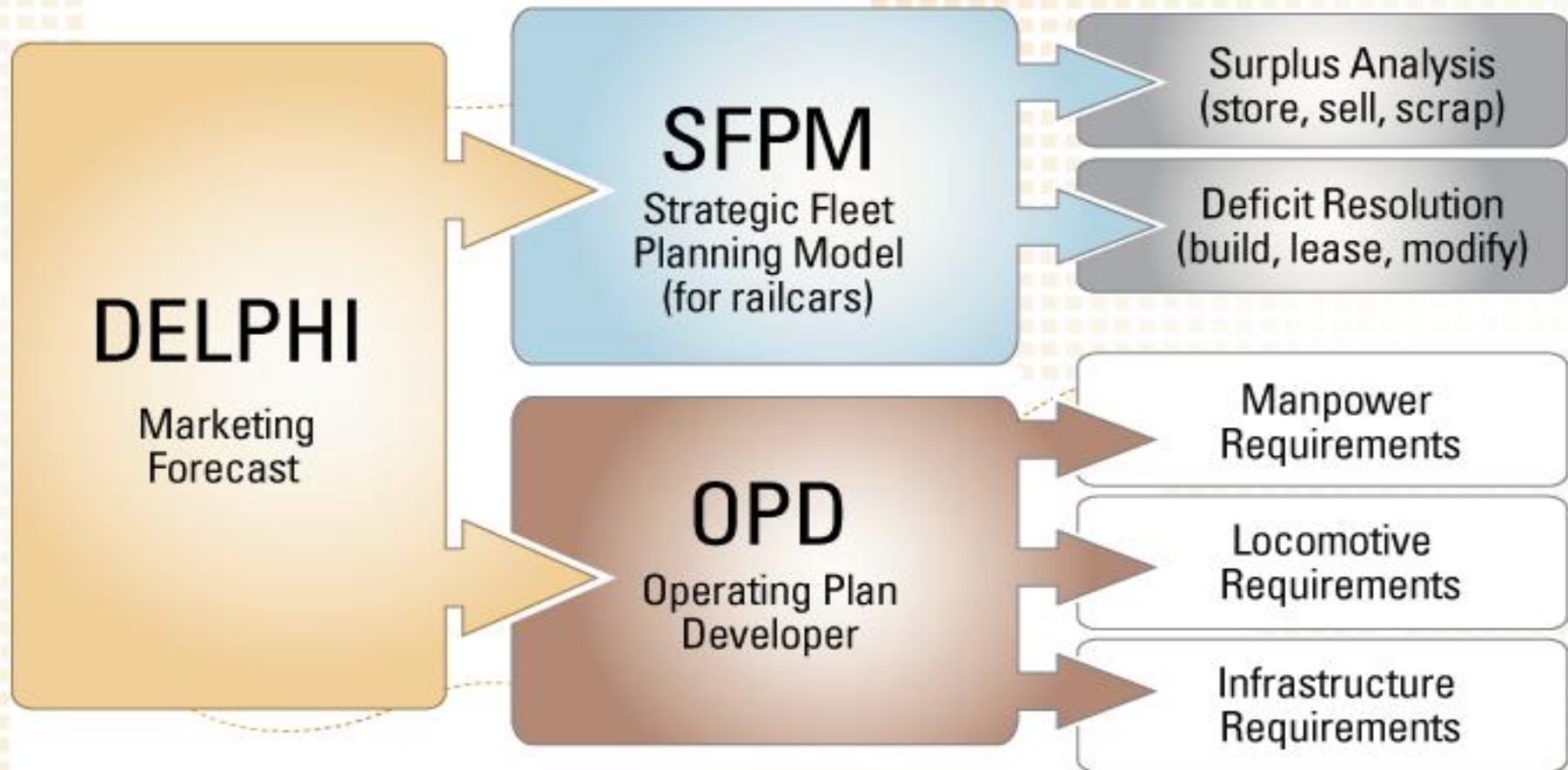
Resource Planning



Resource Planning



Resource Planning

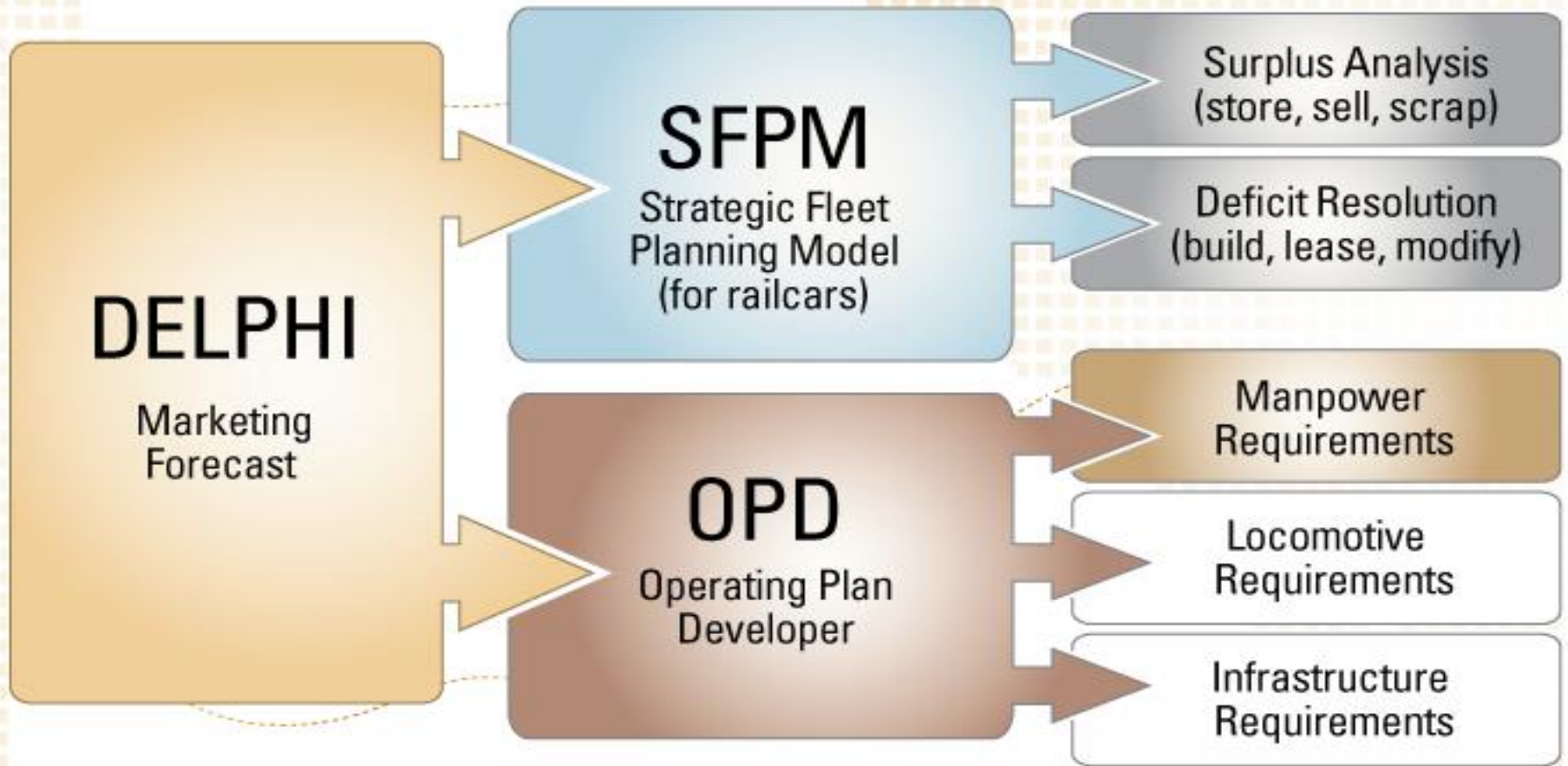


Operating Plan

Optimized and Balanced

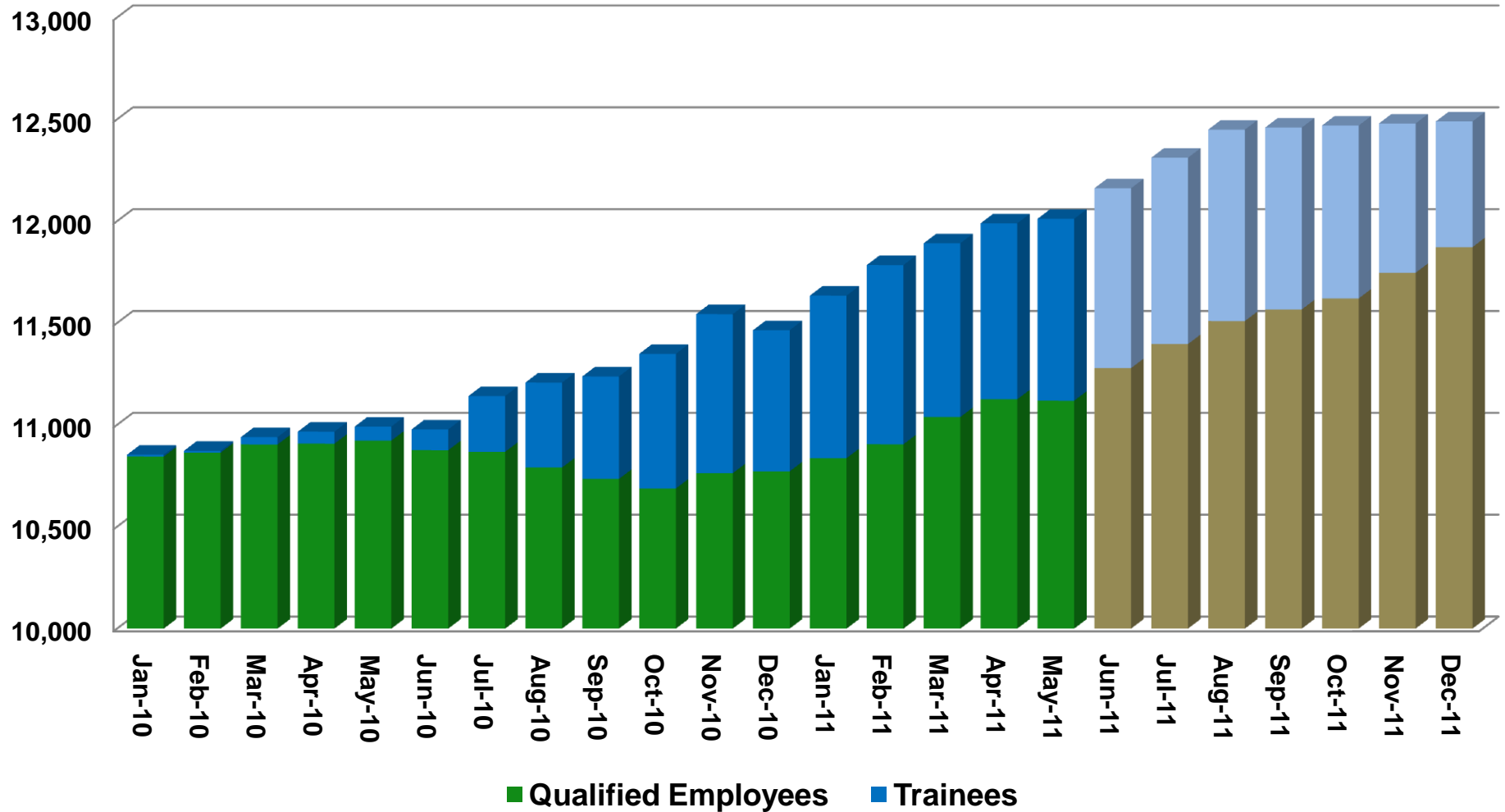
- Operating Plan Variables
 - Crew Starts
 - Car Handlings
 - Car Miles
 - Car Days
 - Train Size
 - Train Work Events
 - Train Speed
- Constraints
 - Yard/Terminal Capacity
 - Line Capacity

Resource Planning

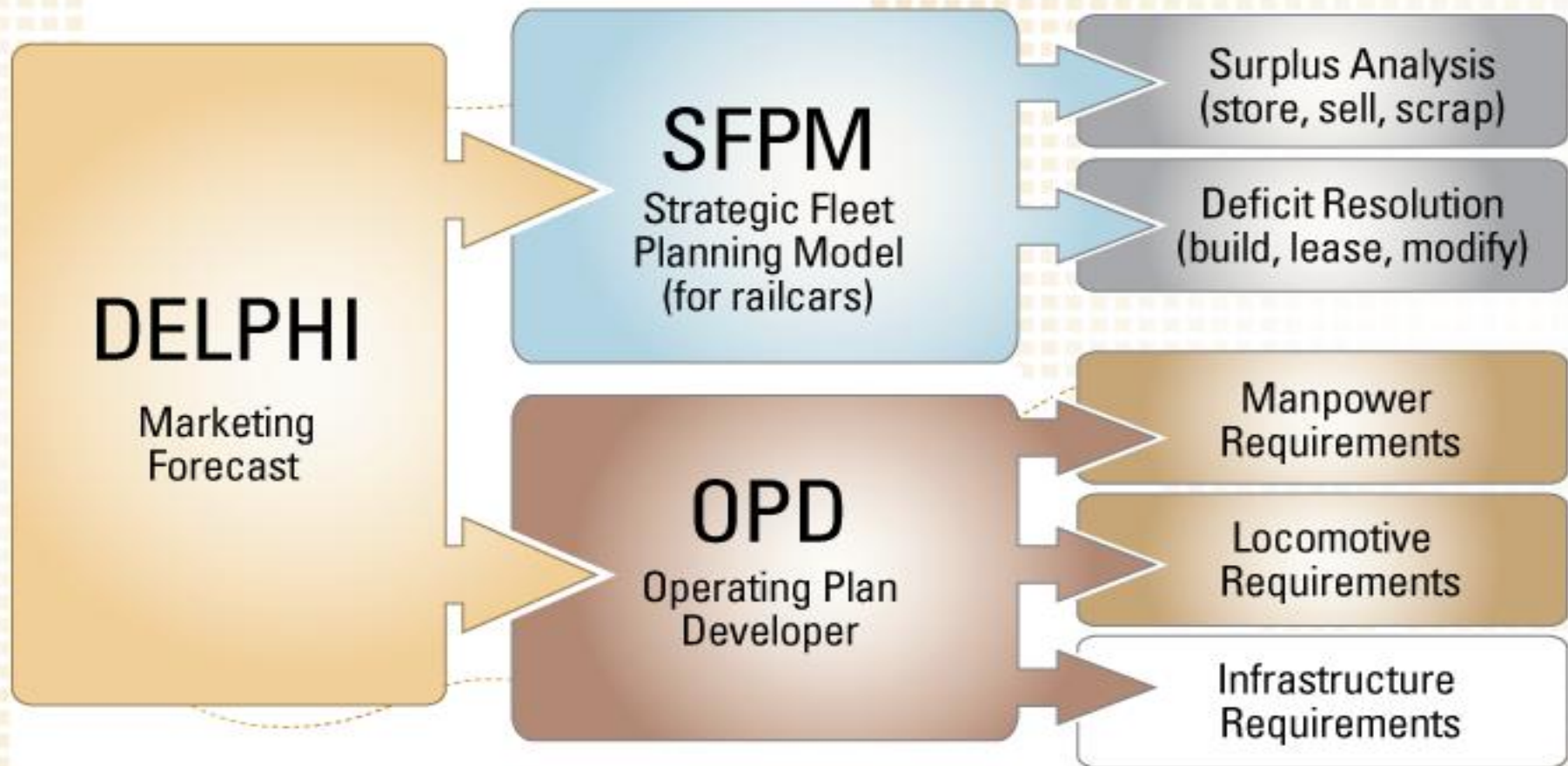


T&E Employment Count

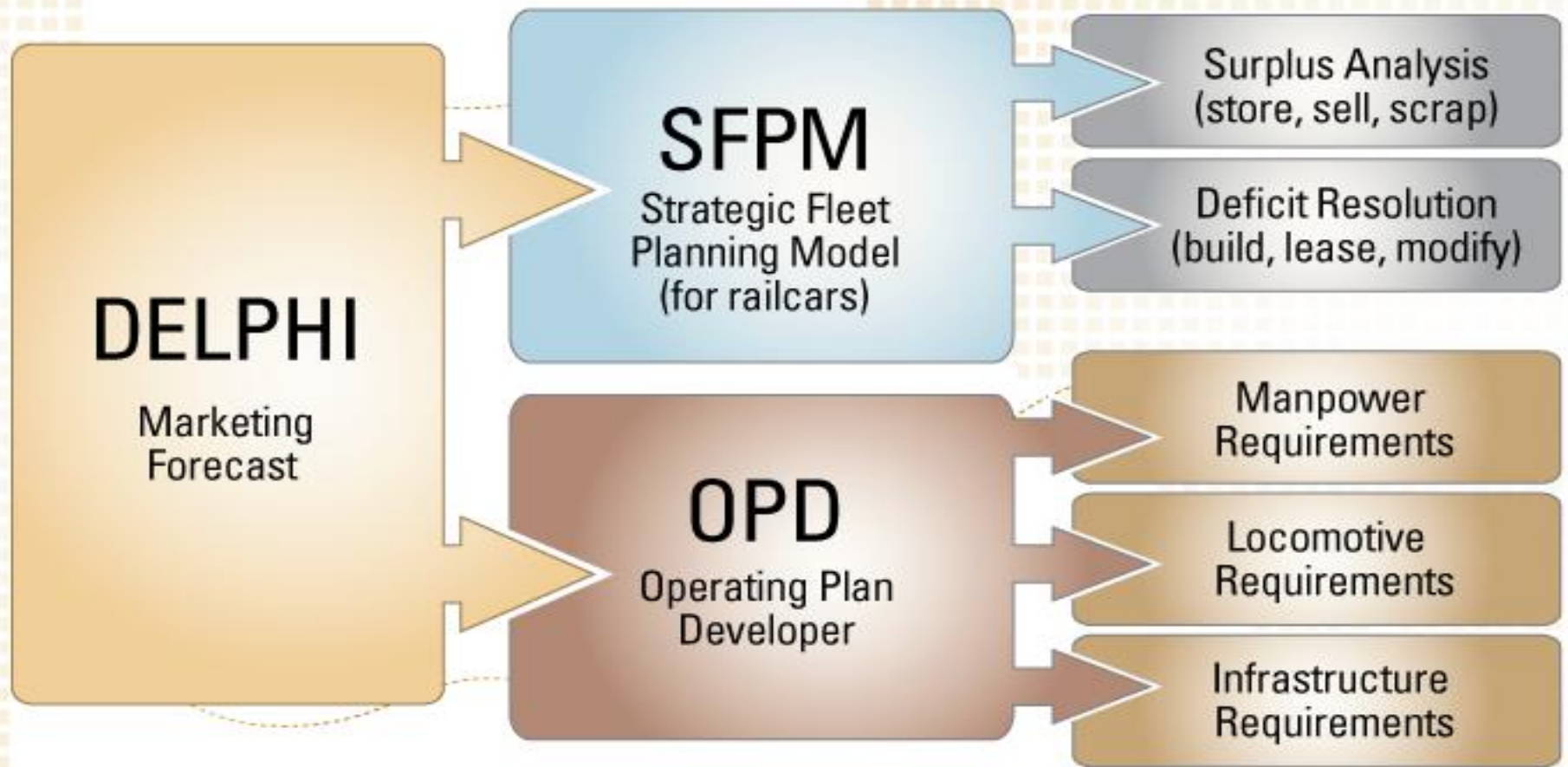
Total Qualified T&E Employees plus Trainees



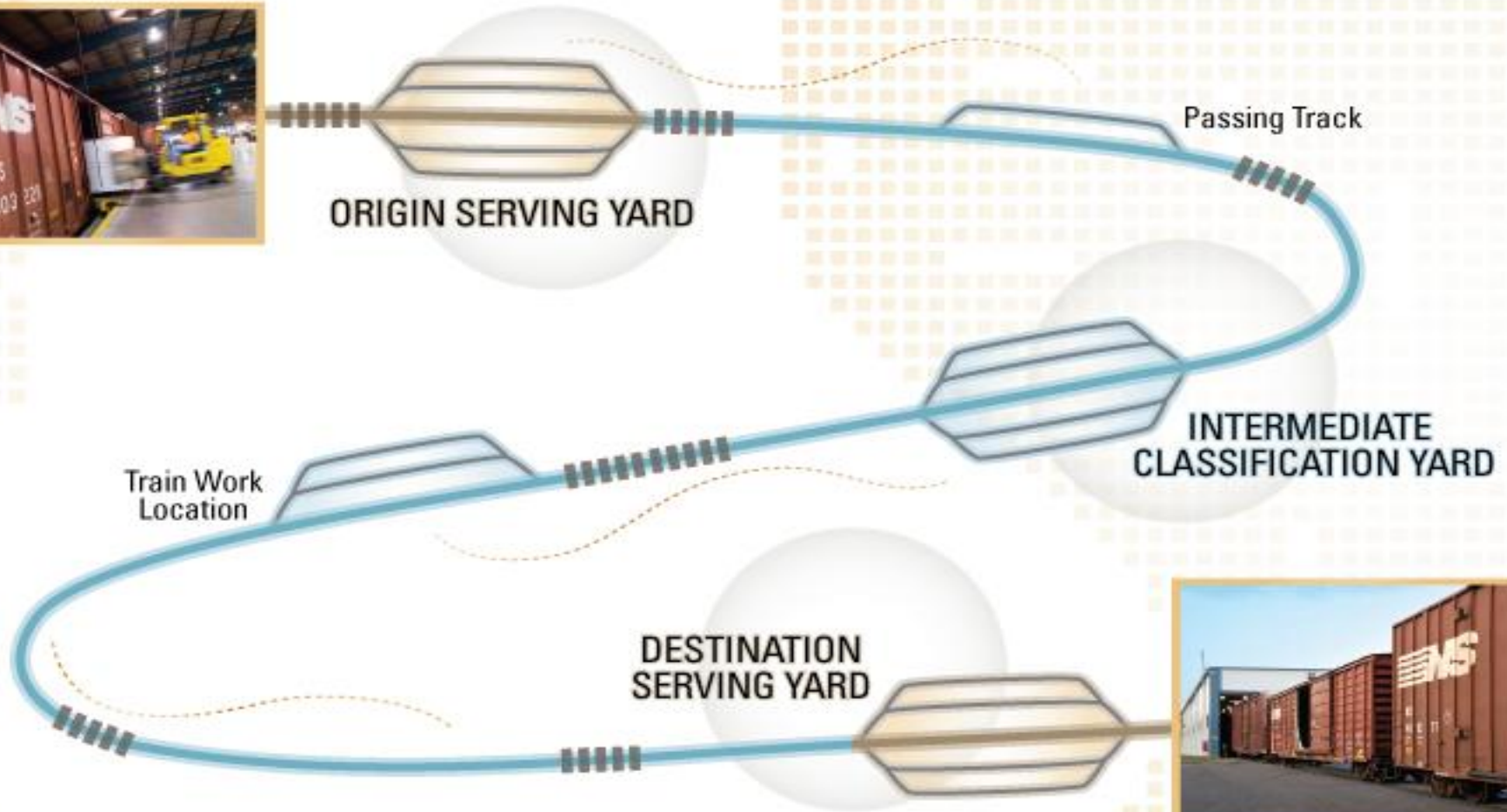
Resource Planning



Resource Planning



Network Management



Network Management



ORIGIN SERVING YARD

Passing Track

LOCAL OPERATING PLAN ADHERENCE

MEDIATE CLASSIFICATION YARD

Train Work Location

DESTINATION SERVING YARD



Network Management



ORIGIN SERVING YARD

TRAIN PERFORMANCE

Train Work Location

Passing Track

INTERMEDIATE CLASSIFICATION YARD

DESTINATION SERVING YARD



Network Management



ORIGIN SERVING YARD

Passing Track

CONNECTION PERFORMANCE

Train Work Location

INTERMEDIATE CLASSIFICATION YARD

DESTINATION SERVING YARD



Network Management



ORIGIN SERVING YARD

Passing Track

PLAN ADHERENCE



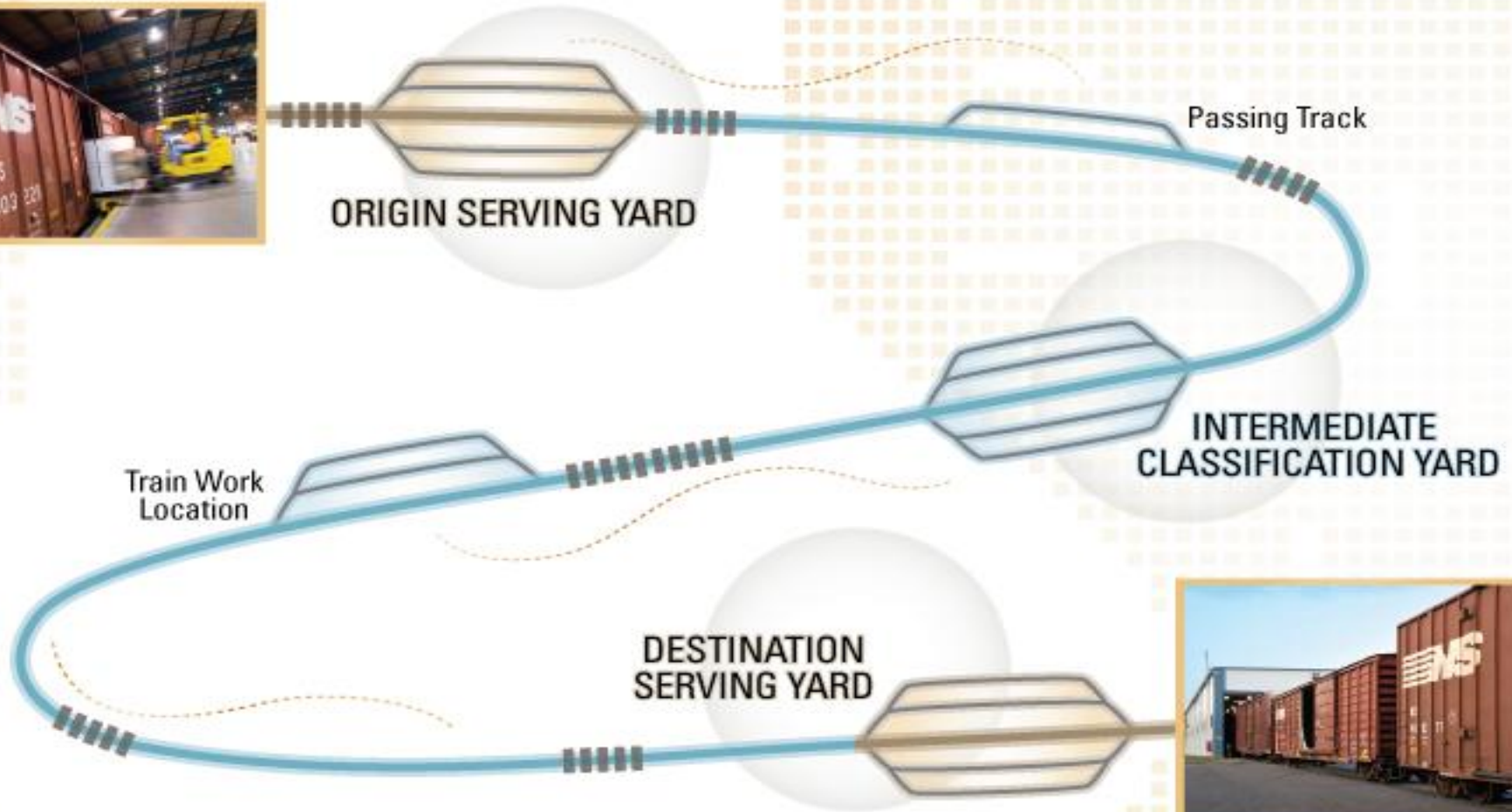
Train Work Location

INTERMEDIATE CLASSIFICATION YARD

DESTINATION SERVING YARD



Network Management





Terminal Dwell

By Month

2011



Train Speed

By Month

2011



Line Haul Miles Per Day

By Month

150
140
130
120
110
100

Jan

Feb

Mar

Apr

May

