



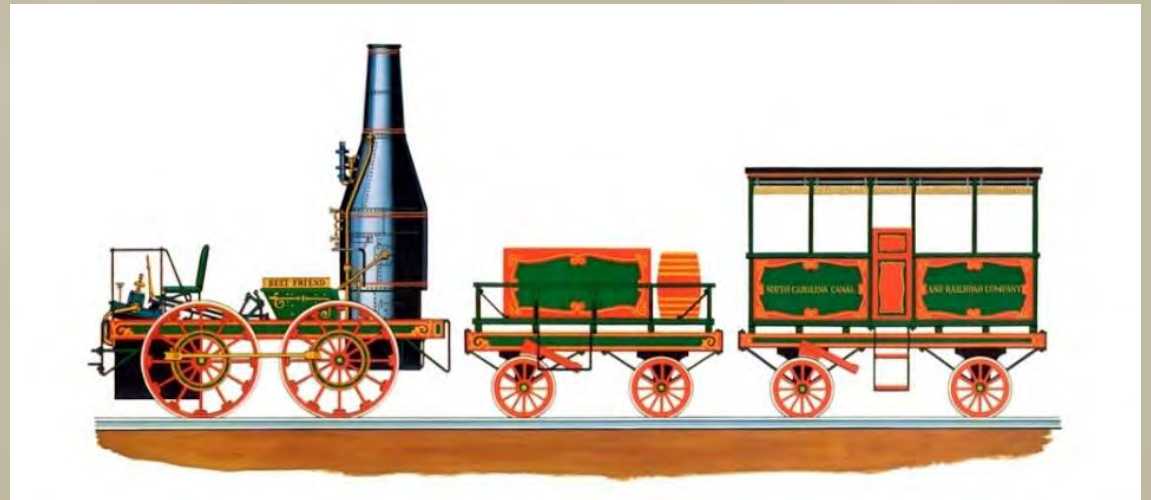
NORFOLK SOUTHERN[®]
One line, infinite possibilities.





Best Friend of Charleston

1830: South Carolina Canal and Rail Road Company





Norfolk and Western and Southern get together to make a little history.

On May 10, 1869, the East and the West were linked by the joining together of two railroads. On June 1, 1982, two railroads joined together for what we think is just as monumental an undertaking, a major rearrangement of the rail distribution system of much

of the Eastern United States. It was formed by two great railroads, Norfolk and Western and Southern, joining forces to create Norfolk Southern Corporation. How will this new rail network change the face of transportation? It will make shipping by rail between the Midwest and

the South much easier. For example, Norfolk Southern will open five new corridors in this area to facilitate the movement of goods between North and South and East and West. In addition, the unified rail system will blanket many key industrial areas of the country. Norfolk Southern starts off in life with many

advantages. Not only will it control two of the most efficient railroads in the country, it has set its sights on becoming the nation's foremost transportation company. So when Norfolk Southern drove these spikes to commemorate its union, you can be sure the spikes were as good as gold.



Robert B. Clayton
Chairman and Chief Executive Officer
Norfolk Southern Corporation

Harold H. Holt
President and Chief Operating Officer
Norfolk Southern Corporation

NS NORFOLK SOUTHERN
NORFOLK SOUTHERN CORPORATION
P.O. BOX 3609, NORFOLK, VIRGINIA 23514-3609

Cunningham & Walsh Inc. (A2114-Full Bleed Spread-4 Color)
Appearing in: Business Week (Industrial)—1982/Forbes (MFG)—1982/Forbes—1982/US News & World Report—1982/Distribution—1982/Handling & Shipping Management—1982
Railway Age—1982/Traffic Management—1982/Traffic World—1982/Trains—1982







Norfolk Southern By the Numbers

- 19,500 route miles
- 22 states and District of Columbia
- Reaches over 50 percent of U.S. population, manufacturing and energy consumption
- 26,500 employees
- 2019 Capital Investment: 16%-18% of revenues





AUTOMOTIVE



PAPER/CLAY/FOREST



AGRICULTURE



INTERMODAL



METALS/CONSTRUCTION



CHEMICALS



COAL

2018 Financial Performance

Revenue - \$11.5 Billion

Volume – 4% increase
over 2018

Operating Ratio: 65.4%

CORE PRINCIPLES

- *SERVE CUSTOMERS*
- *MANAGE ASSETS*
- *CONTROL COSTS*
- *WORK SAFELY*
- *DEVELOP OUR PEOPLE*

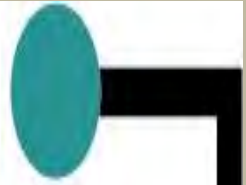


INDUSTRIAL DEVELOPMENT



IT ALL STARTS WITH THE

CUSTOMER



NS

**NORFOLK
SOUTHERN**

Thank You

