



2024 End of Year Report on Safety Accomplishments and Ongoing Initiatives

COMMITTED TO SAFETY EXCELLENCE

At Norfolk Southern, safety is a core value and the lens through which we view every decision.

Over the past year, we have continued to strengthen our safety culture and leadership, raising the bar on behalf of our customers, our colleagues, and the communities in which we operate. Together, we remain committed to continuous improvement and excellence in everything we do.

From technology to training, we invest over \$1 billion each year to improve the safety and resilience of our railroad. We are pushing convention, bringing leaders from across Norfolk Southern together to advance our safety culture, and we are implementing AI-driven technology that anticipates maintenance up to five years in the future.

In 2024, we doubled the number of autonomous track inspection systems on our network. Leveraging the skill of our dedicated railroaders and these kinds of safety trainings and technologies, we improved our FRA mainline accident rate by approximately 40% in 2024, while also reducing the overall reportable accident frequency and our serious injury frequency rate.

We are proud of what we have accomplished, and are determined to build on our progress, making Norfolk Southern and the rail industry even safer.

—The Norfolk Southern Executive Leadership Team

ORGANIZATIONAL ACTIONS



Summary of Safety Culture Enhancements

Norfolk Southern is dedicated to maintaining the highest standards of safety for our company and the rail industry. We made significant safety enhancements in 2024, continuing to improve our safety culture of trust and accountability. Together, we:

- Launched a series of safety leadership training events throughout our network. In 2024, nearly 2,000 employees attended safety leadership development events, bringing leaders from across Norfolk Southern together to advance our safety culture
- Incorporated Norfolk Southern's training function into our Safety team, ensuring the first days a

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railroader spends on the job are grounded in a culture of safety and accountability

- Continued to implement recommendations from the National Transportation Safety Board (NTSB) and the Federal Railroad Administration (FRA), ensuring we hold ourselves to the highest standards

These improvements are a part of our ongoing pursuit of excellence in safety, service, and operations.

Summary of Company-Wide Achievements

Safety is a shared responsibility at Norfolk Southern. Regardless of our individual roles, every employee is empowered with the authority to stop work if there is a safety concern. It's a core value that informs every decision we make. In 2024, we've taken several important steps toward our goal of being amongst the industry safety leaders, including:

- Collaborating with regulators such as the FRA and NTSB to implement safety-focused recommendations, to meet or exceed guidance set forth by regulators
- Installing more than 130 new Hot Bearing Detector (HBD) systems at nearly 100 sites aiding the effort to

bring the average distance between hot bearing detectors on core routes to roughly 11 miles in 2025

- Installing five new digital train inspection portals — bringing the total active number up to seven
- Deploying 17 new acoustic bearing detectors across our network
- Doubling our count of autonomous track inspection locomotives up to 20
- Training more than 5,500 first responders across 20 cities through our Operation Awareness & Response (OAR) program, providing emergency response agencies across our network with the opportunity to train on real railroad equipment and building important relationships. Since the program's launch in 2015, we've trained over 45,000 first responders
- Participating in Operation Lifesaver's 'See Tracks? Think Train Week' (also known as Rail Safety Week) in September to highlight the importance of making safe decisions around railroad tracks
- Providing over \$2M in direct support to first responder organizations through our Safety First grant program. Launched in 2023, the program awards agencies that provide safety services or operate programs that promote safe behavior in communities across our network

Voices for Safety: President and CEO Mark R. George

"We are committed to being an industry leader. We prioritize a culture of safety where keeping our employees and partners safe is the lens through which we make every decision, and where our Speak Up culture keeps us accountable to each other and those we serve."

SAFETY IMPROVEMENTS

Preliminary Results of Safety Efforts

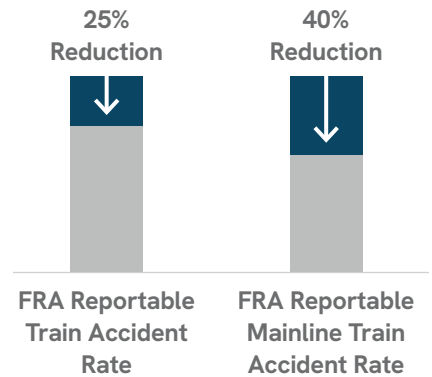
The dedication and focus our teams have applied to safety efforts continue to show up in our results. Every milestone we reach brings us closer to our goal — being an industry leader in safety excellence. Our safety results in 2024 include:

- FRA Reportable Train Accident Rate: more than 25% reduction
- FRA Reportable Mainline Train Accident Rate: more than 40% reduction

Voices for Safety: EVP and Chief Operating Officer John Orr

"Safety is the value through which all operating decisions are made. Our entire team is committed and engaged in our pursuit of safety excellence. Our NS Thoroughbred Academy is investing in generational safety leadership. It is designed to forge safety culture, safety leadership capabilities, and excellence in safety. Everyday our NS team challenges one another to be the safest, most reliable, and most responsible transportation company in the United States."

2024 Saw a Reduction in Accident Rates



PARTNERSHIPS



We continue to work with our stakeholders, both internal and external, who share our commitment to the highest standards of safety.

FRA Recommendations

Less than a year after receiving the Federal Railroad Administration's 2023 Safety Culture Assessment

Recommendations, we implemented recommendations in the areas of communications, training, trust, and going above and beyond regulatory minimums. These include:

- Evolving conductor training to include additional time spent with our highly qualified training team at the Norfolk Southern Training Center in McDonough, Ga.
- Recalibrating our approach to accountability to emphasize more coaching, teaching, training, and learning in order to correct skill gaps and mistakes on the job

NTSB Recommendations

In July 2024, following a visit by NTSB Chair Jennifer Homendy in which she addressed more than 80 operations leaders from across the company, we endorsed the Board's policy recommendations

related to accident prevention, mitigation, and response including:

- Continuing to enhance communications channels with first responder organizations through tools like RapidSOS, a digital platform that connects over 16,000 emergency responders with real-time access to train consists, train locations, and emergency response protocols

We endorsed the Board's policy recommendations related to accident prevention, mitigation, and response.

- Installing additional wayside detectors

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"The FRA has been a valued contributing partner throughout our mission to redefine safety in our industry. Their experienced team understand and support our commitment to continuous safety standards and performance: for our employees, for our customers and commercial partners, and for every community that we have the privilege to serve."

— John Orr, COO

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- Continued advocacy for a more expedited phasing out of DOT-111 tank cars than required by federal law.
- Continuing to invest significant resources in training first responders on hazmat response

Craft Employee Partnership

Our team is our most valuable asset when it comes to achieving our safety ambitions. In addition to our ongoing partnerships with labor unions who have expressed a joint commitment to continuous safety improvement, we've worked hard to strengthen our company culture and create a two-way system of communication.

Highlights from the past year include:

- Implementation of a company-wide "Speak Up" culture, emphasizing the importance of open communication, collaboration, teamwork, and stop-work authority
- Reaching early tentative agreements with 10 of our 13 unions, of which six have ratified and taken effect, giving many of our craft railroaders early assurances about future pay and benefits
- Becoming the first Class I railroad to launch a Confidential Close Call Reporting System (C3RS) pilot program. The pilot, which is

administered by NASA, enables craft employees included in the pilot to report safety concerns with certainty that such reports will not result in discipline

Voices for Safety: Chief Safety Officer John Fleps

"We're not taking this safety journey alone. Our unions, employees, as well as our regulators have all played an invaluable role in helping us continually push for improvement, keeping us accountable to our common mission: a safer Norfolk Southern and rail industry."

SUMMARY OF COMMITMENTS

Our promise is to continuously improve safety — which means we will fulfill that promise day after day, year after year, for as long as we're on the tracks with you. By working with our internal and external stakeholders, we have taken action on a strategy that will make us a safer railroad than we were yesterday, and every day, going forward.

Voices for Safety: President and CEO Mark R. George

"We say everything starts with safety, but in reality there is no end to safety; it has to be the foundation of everything we do. We owe it to ourselves, our families, our colleagues, and our communities to keep safe practices in the forefront of our mind all the time."



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