



# IN THE BUSINESS OF A BETTER PLANET

NORFOLK SOUTHERN 2021 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



# TRANSFORMING SUSTAINABILITY



Josh Raglin, our Chief Sustainability Officer (CSO), has an appreciation for the environment that stems from his training as a wildlife ecologist and two decades of hands-on experience managing the company’s Brosnan Forest Conference Center. At this 14,405-acre woodlands preserve in South Carolina’s Lowcountry, his work included protecting and restoring a longleaf pine ecosystem that houses endangered red-cockaded woodpeckers and other rare plants and animals. These initiatives have earned national attention for innovative land use and resource management.

Named CSO in March 2020, Raglin draws on this background as he leads efforts to transform our sustainability program.

## OUR SUSTAINABILITY AMBASSADORS

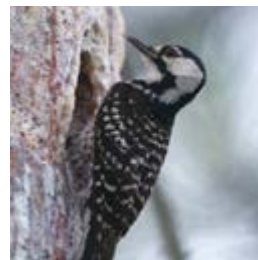
Employee involvement is a strength of our sustainability commitment. Our 18-member Corporate Sustainability Advisory Council, composed of department heads and senior managers across the company, collaborates with Raglin to integrate sustainable business practices into daily operations.

## ADVANCING SUSTAINABILITY BEYOND OUR DOORS

Engaging with external stakeholders to achieve shared sustainability goals is equally important. We meet with customers, investors, government regulators, elected officials, and community nongovernmental organizations regularly to discuss:



- How we’re improving locomotive fuel efficiency
- What we’re doing to advance diversity, equity, and inclusion in our workplace and communities
- How we help shippers reduce their supply-chain emissions
- How our low-carbon transportation solution can be a part of the nation’s strategy to address climate change



We’re focused on driving change, being proactive, and managing for results. We’re going to continue looking for ways to drive efficiency in our business and lower our environmental impacts. It’s really about being the best steward that we can be of our assets, contributing to a better planet, and adding value for our stakeholders.”



– Josh Raglin, Chief Sustainability Officer

# MESSAGE FROM OUR CEO

At Norfolk Southern, sustainability is in our DNA – a part of everything we do as a company. From environmental stewardship to the safety and development of our entire team, we are in the business of a better planet, committed to bold leadership and deliberate action.

As a result, Norfolk Southern has taken our industry-leading sustainability efforts to new heights in the last year, becoming the first major North American railroad to issue green bonds. We have also established a science-based target for greenhouse gas emissions reduction that is consistent with the Paris Agreement on climate change. Additionally, we've developed a collaborative five-pillar strategy to set

measurable, company-wide sustainability goals with clear action plans.

Through every advancement, the people of Norfolk Southern keep us moving forward, and our commitment to

them has never been stronger. With renewed resolve, we are striving to ensure a diverse, equitable, and inclusive working environment. To help ensure we deliver on this responsibility, we have created an employee-led Inclusion Leadership Council, expanded training and development programs, and are empowering our employees with new technology.

***Through these initiatives and many more covered in this report, Norfolk Southern is pursuing excellence in every aspect of our company. I'm pleased to share a glimpse of those efforts with you now.***

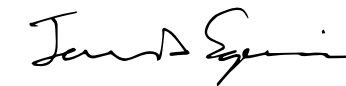
- We support a wide range of industries and manufacturers, connecting customers to markets and communities to economic opportunity.
- We're expanding our network capacity and investing in rail infrastructure improvements to enhance safety and accommodate growth opportunities.
- A leader in innovation, Norfolk Southern is developing cutting-edge technology to build the digital railroad of the future that will better serve customers and reduce resource needs.
- We transformed our corporate giving strategy to align with our business values and build deeper relationships with our philanthropic partners.

- Reinvigorating our partnerships with elected leaders, local organizations, and service groups, we're driving community engagement and striving to make an even greater social impact.

Driven by the tireless dedication of the Norfolk Southern team, we are experiencing tremendous momentum. As we approach the opening of our state-of-the-art, LEED-designed corporate headquarters in Atlanta this September, we look forward to continued growth and service opportunities.

As always, we value your input and welcome your feedback.

Regards,



James A. Squires  
Chairman, President and CEO  
Norfolk Southern



# DRIVING THE U.S. ECONOMY

Our railroad is a vital link in the U.S. transportation supply chain. Rain or shine, 24/7, we move goods consumed daily by businesses and households across a territory that covers a majority of the country's population, manufacturing, and energy consumption.

▶ IN 2020, \$9.7 BILLION IN FREIGHT REVENUE



- \$2.7 billion in intermodal (includes consumer electronics, appliances, and clothes, as well as food and beverages, agricultural products, and building and construction materials)
- \$2.1 billion in agriculture, forest, and consumer products
- \$1.8 billion in chemicals
- \$1.3 billion in metals and construction
- \$1 billion in metallurgical, thermal, and industrial coal
- \$830 million in automotive, including finished vehicles and parts

## NORFOLK SOUTHERN MOVES THE GOODS THAT ARE THE BUILDING BLOCKS OF OUR ECONOMY:



### A roof over your head

We play an essential role in the homebuilding industry. In 2020, our trains delivered over 274,900 tons of asphalt shingles, 3.9 million tons of lumber – 40% of which is used in residential construction – and 312,500 tons of drywall sheets. These supplies are enough to roof, frame, and drywall between 120,000 and 160,000 average single-family homes.



### Food on your table

We support the nation's food producers. We moved over 51,400 carloads of grain corn – more than 10.2 billion pounds – that poultry producers used as feedstock to raise some 1.7 billion chickens and turkeys. Based on average consumption data, that's enough broilers and fryers to feed 82 million people for a year – about a quarter of the U.S. population.



### A car for your garage

We help keep much of America on the road. Roughly 50% of the 12.1 million tons of coil steel we moved made its way into the automotive industry and associated supply chains. That's enough to manufacture over 6.1 million vehicles, or approximately 45% of vehicles produced in North America. We also help keep them fueled, supplying the pumps with 2.4 billion gallons of ethanol – roughly 15% of U.S. ethanol production.

## NORFOLK SOUTHERN IS AN ECONOMIC GENERATOR



Norfolk Southern generates significant economic benefits in communities where we operate, creating good-paying jobs, supporting local businesses, and paying taxes.

### In 2020:

- Employees (as of Dec. 31, 2020): 19,100
- Employee compensation and benefits: \$1.98 billion
- Goods and services supply-chain spend: \$2.9 billion
- Local and state taxes paid: \$276 million

# INVESTING IN THE NATION'S TRANSPORTATION NETWORK

Our rail network, spanning 22 states, is an essential part of the nation's freight transportation system. Every dollar we invest in our track infrastructure helps not only our business but also the country's supply-chain network. Our railroad helps the nation's manufacturers and industries compete in the global marketplace, delivers goods that are part of daily life for American households and businesses, and plays an essential role in keeping our economy rolling.

## THE BACKBONE OF OUR RAIL NETWORK

Norfolk Southern makes significant investments in the steel rail, wooden ties, and stone ballast that form the backbone of our business – a network covering over 35,000 miles of track, including mainline corridors, rail yards, and sidings. In 2020, we reinvested roughly 9 cents of every dollar of operating revenue to maintain and strengthen this critical infrastructure – close to \$1 billion annually in recent years. It's money well-spent, supporting safe operations, reliable service, and customers' business growth.

## 2020 INVESTMENTS: \$850 MILLION

- 418 track miles of rail installed
- 1.8 million crossties replaced
- 1.2 million tons of new ballast
- 4,785 miles of track surfaced

**To ensure safe and reliable service and support growth, over the past five years we have invested:**

- Over \$4.5 billion to maintain and replace rail, crossties, ballast, bridges, and communications and signals
- Over \$193 million on strategic track infrastructure improvements to add network capacity, including investments to extend track sidings and upgrade rail switching equipment – increasing operating efficiencies in yards and terminals



## SUPPORTING JOBS AND PROSPERITY

Norfolk Southern connects customers to domestic and global markets and communities to economic opportunity. Access to rail-served sites is a driver of job creation

and business investment across our operating territory, and our Industrial Development team partners with industries and communities we serve to help them grow and thrive.

In 2020, NS supported the growth of a range of industries that produce essential products for the economy. Among the largest projects involved companies that manufacture medical supplies, poultry feed products, paper packaging, roofing shingles, steel, and automobiles.

## ▶ 2020 INDUSTRIAL GROWTH ON OUR NETWORK



**\$1.8 BILLION:** Customer investment in new or expanded facilities

**86:** Businesses we assisted

**18:** States benefitting

**2,960:** Customer jobs created in communities we serve

**54,300:** Annual carloads of new rail volume

# SUSTAINABILITY AMBITION

Norfolk Southern is developing measurable targets for our sustainability program and launching initiatives to achieve these goals. This marks the first time we have established sustainability goals with input from all departments, which is one way that we are transforming sustainability.

Our strategy has five pillars: decarbonization, facilities, circularity, suppliers, and nature. Short- and long-term goals are being developed, along with a clear action plan to achieve the ambitious targets.

The Science Based Targets initiative\* (SBTi) validated and approved our overall science-based target. We have committed to reduce scope 1 and 2 GHG emissions intensity 42% per million gross ton-miles by 2034 from a 2019 base year. In 2020, our emissions intensity improved by 7%. All goals – for the company overall and within each pillar – are consistent with the reductions required to keep global warming to well below 2 degrees Celsius, which is consistent with the Paris Agreement.

\*Science Based Targets Initiative, or SBTi, is a joint initiative of CDP, the UN Global Compact, the World Resources Institute, and the World Wildlife Fund.

**To help achieve sustainability goals faster and further, Norfolk Southern is the first North American railroad to issue green bonds, aligning with investors’ desire to put their money toward projects addressing climate change and sustainability.**

- \$500 million of 10-year notes issued in May 2021
- Our [Green Financing Framework](#) complies with the Green Bond Principles to promote the integrity of the green financing market with transparency, disclosure, and reporting guidelines
- Our Framework was validated by an independent party

## ▶ WE'RE IN THE BUSINESS OF A BETTER PLANET



A Norfolk Southern DC to AC locomotive

Norfolk Southern integrates sustainability into daily operations in ways that advance our business, help our customers achieve their sustainability goals, and honor our commitments as a responsible corporate citizen.



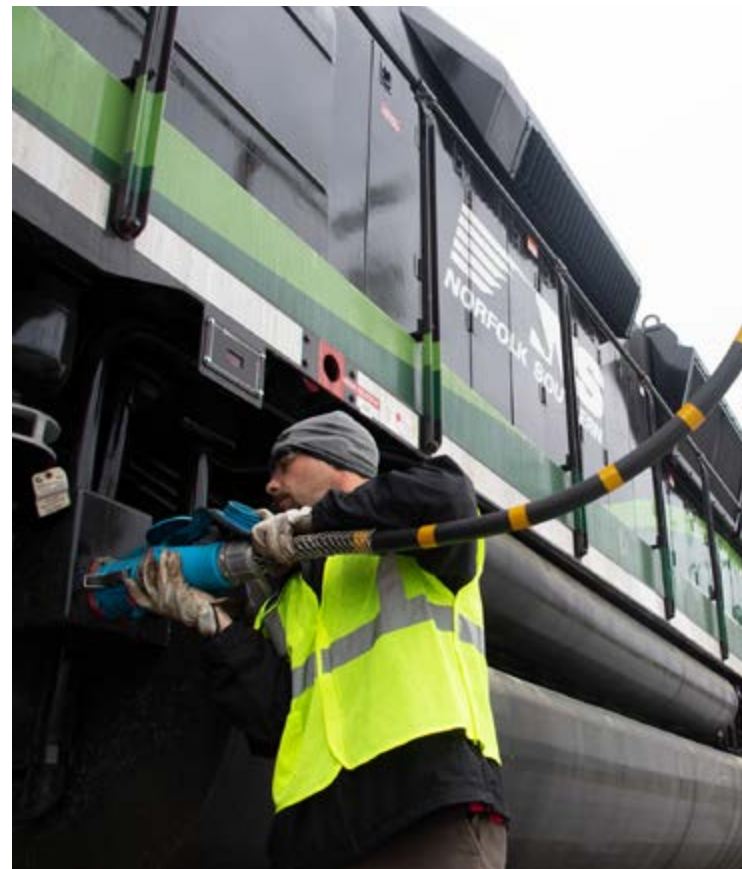
Think of it as green bond investors partnering with Norfolk Southern to promote investments that benefit the environment.”

– Chris Neikirk, VP & Treasurer

# CARBON REDUCTION SOLUTIONS

Railroads move 45% of the country's long-distance freight but produce only 7% of all freight-related emissions. No other transportation sector is as fully dedicated as railroads to lowering emissions with science-based targets, with every North American Class 1 committed to such ambitious targets.

We continue adopting technologies and smart operating practices to improve the fuel efficiency of our locomotive fleet, which accounts for more than 90% of our GHG emissions. In 2015, we set a goal to improve fuel efficiency 8.6% by 2020. We exceeded that goal with a 9.4% improvement, saving more than 130 million gallons of diesel fuel and avoiding 1.3 million metric tons of emissions.



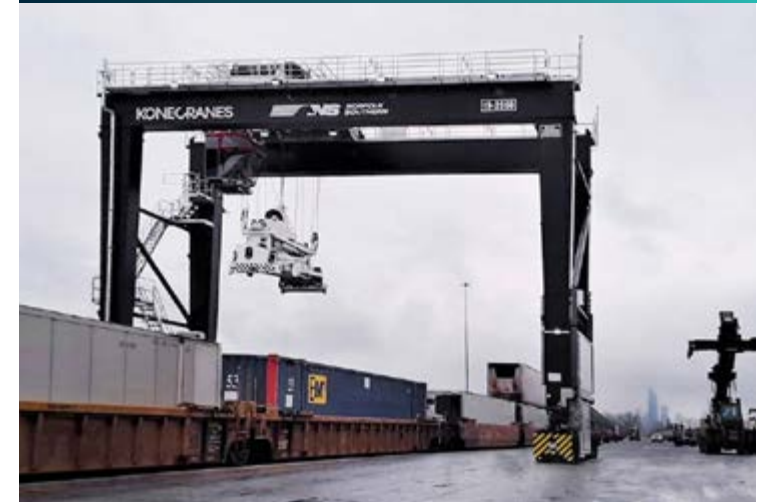
## FACTORS HELPING US REACH THIS GOAL INCLUDE:

- Retired nearly 1/3 of our older, less-efficient locomotives from our active fleet – nearly 1,000 units since 2019
- Modernized locomotives with DC (direct current) to AC (alternating current) conversions – needing only two AC units for the pulling power of three DC units
- Used precision scheduled railroading – running longer, heavier trains for greater fuel efficiency
- Equipped energy management technology with auto-control fuel optimization technology in over 90% of our active line haul locomotives
- Developed strategy to right-size the company's vehicle fleet, with a focus on fuel economy and emissions reduction

## OUR CARBON STRATEGY

For more information about how we are managing the company's carbon footprint, please see our latest voluntary CDP filing and greenhouse gas emissions report at [norfolksouthern.com/environment](https://www.norfolksouthern.com/environment).

## ► DE-CARBONIZATION PROJECT SPOTLIGHT

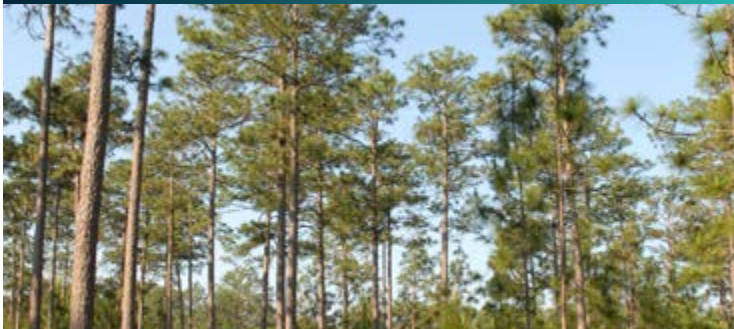


### *The benefits of deploying diesel-electric hybrid cranes at intermodal facilities include:*

- Reducing emissions 75% when replacing diesel overhead cranes with hybrid and fully electric units
- Saving 22,000 gallons of diesel fuel each year per crane
- Saving 440,000 gallons of fuel over each crane's 20-year lifetime
- Avoiding over 4,500 metric tons of emissions for each crane replaced

# NATURE-BASED SOLUTIONS

## ▶ SPOTLIGHT ON BROSNAN FOREST



▶ Norfolk Southern's ecological preserve in coastal South Carolina

### **Why longleaf pine restoration is important**

- Most diverse ecosystem in North America – as biologically diverse as the Amazon Rain Forest
- Stores carbon over long periods of time and provides sustainable wood products
- One acre of longleaf pine ecosystem can house over 100 different plant species
- Provides safe harbor for rare, red-cockaded woodpeckers, supporting the largest population in the world on a single tract of privately held land
- By the numbers:
  - 6,000 acres of old growth longleaf pine
  - Established additional 2,000 acres of longleaf
  - Mature trees are 120+ years of age
  - Only 1% of all longleaf forests are of this age and quality

Nature-based solutions protect and restore ecosystems, supporting biodiversity and cleaner air. Norfolk Southern’s conservation efforts have fostered a healthy population of the once-endangered red-cockaded woodpeckers and are helping to take two crayfish species off the endangered list by raising them in captivity and releasing them back into the wild. Our recently-completed living shoreline on the Elizabeth River in Norfolk, VA also provides a rich habitat for oysters, river otters, shore birds, and other wildlife.

### **BROSNAN FOREST: COLDWATER BRANCH**

- 2nd major wetlands and stream restoration currently underway
- 500 acres of wetlands along with 600 acres of upland buffer
- Provides mitigation and stream credits for industrial development and infrastructure projects
- Nearly six miles of streams restored
- 169,000+ woody and herbaceous wetland species planted to increase biodiversity
- Ground water recharged while providing flood control and improved water quality for downstream communities



▶ [Living shoreline](#) at our Norfolk Terminal

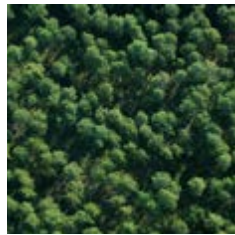


▶ Wetland and stream restoration at Brosnan Forest





## NATURE-BASED SOLUTIONS **CONTINUED**



### CLEANING THE AIR AND ADDING VALUE THROUGH CARBON CREDITS

- Enrolled 10,000+ acres of Brosnan Forest pine forest in carbon project
- Compliance project registered with California Air Resources Board
- Generated over 350,000 carbon credits since 2009 with another 30,000 annually
- One acre of forest can sequester two to seven tons of CO<sub>2</sub> per year



### ONGOING LAND USE FOR CARBON CAPTURE: TREES AND TRAINS

- 10,000-acre hardwood reforestation project in the Mississippi Alluvial Valley
- 240,000 metric tons of CO<sub>2</sub> removed from the atmosphere since 2011
- 50,000 tons of CO<sub>2</sub> now removed per year as trees mature
- 1,100,000+ carbon credits generated

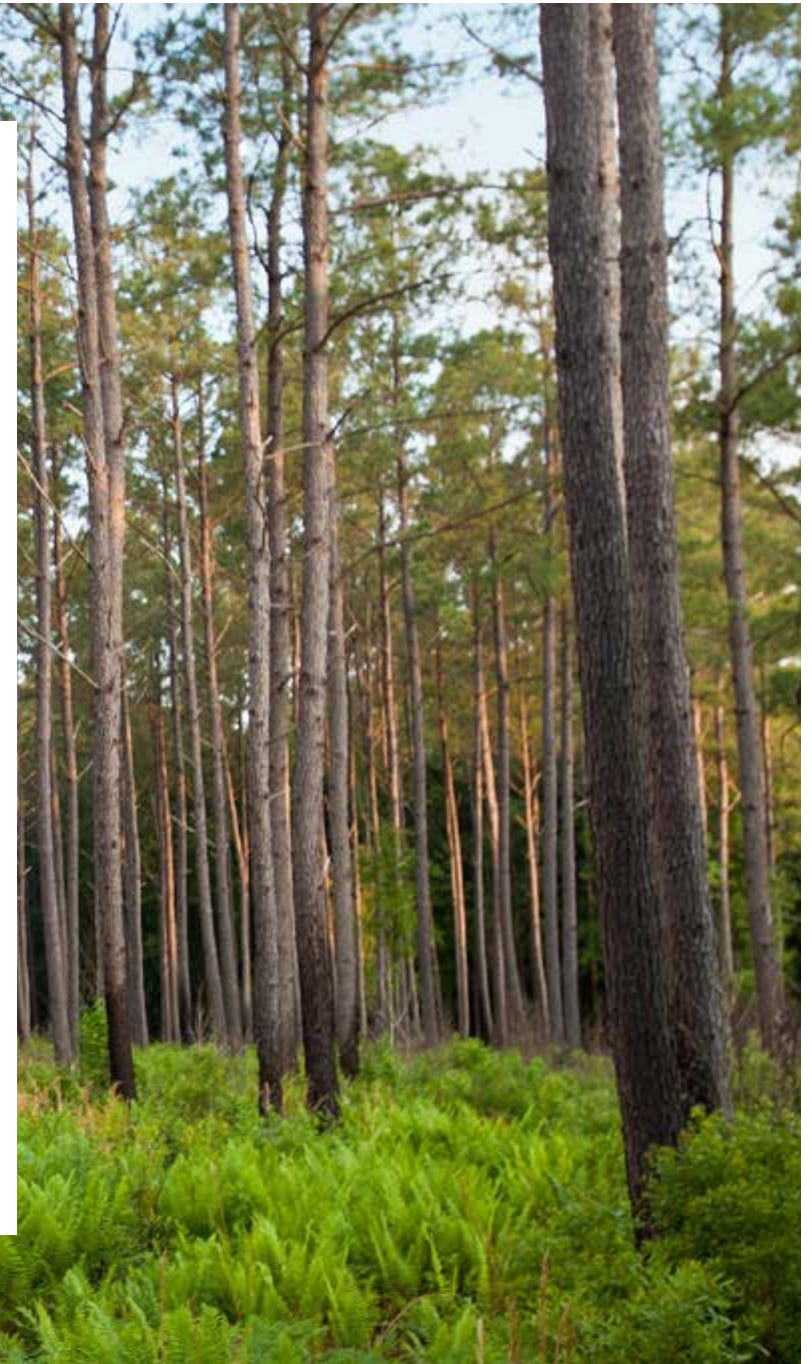
***The completed living shoreline at Lamberts Point restored 900 feet of eroded shoreline into a vibrant ecosystem and earned outside accolades:***



Toyota Logistics Services' 2020 Environmental Award for innovation



Inside Business River Star Hall of Fame award winner 2020

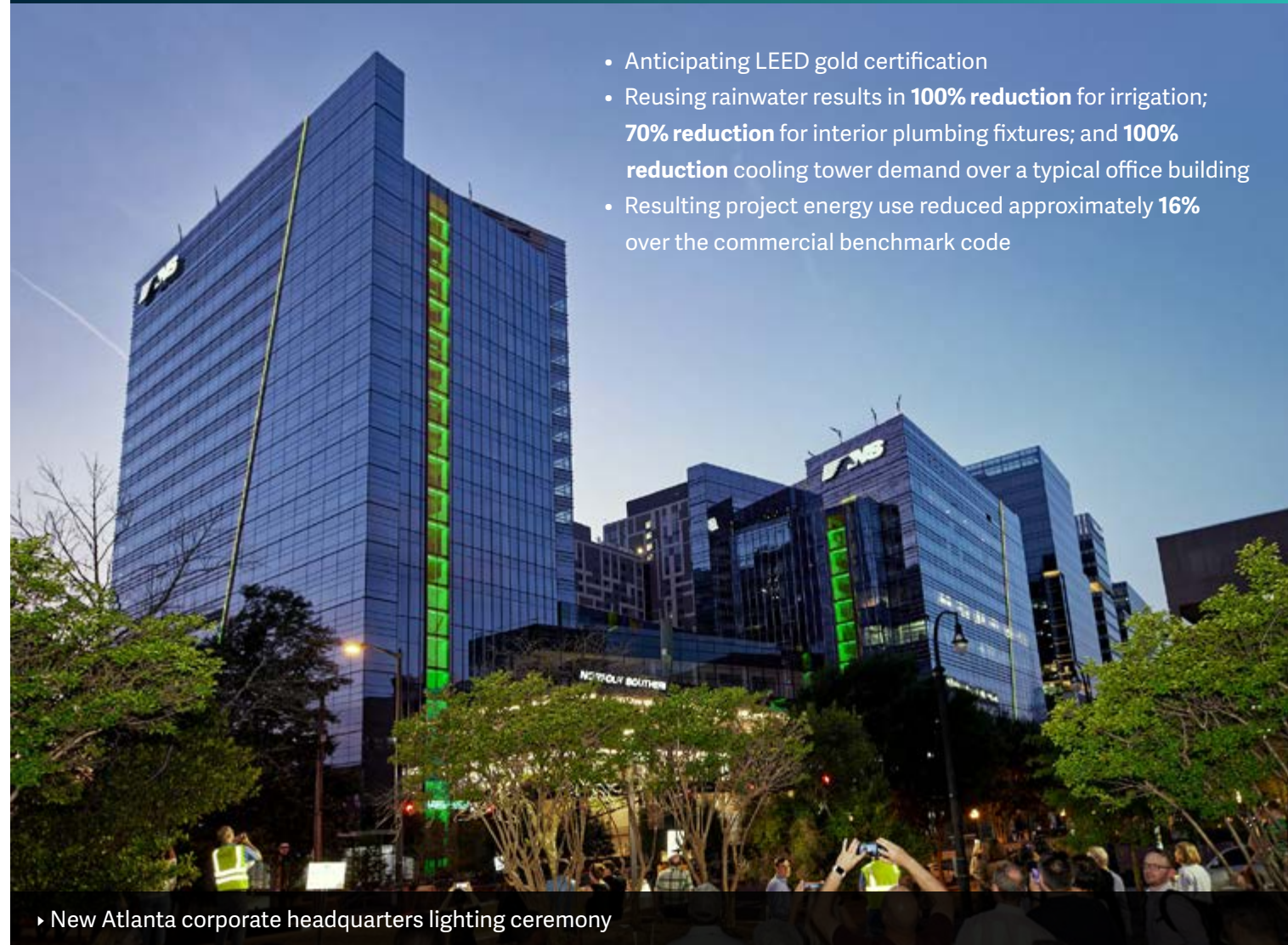


# FACILITIES

Our disciplined approach to operating facilities efficiently reduces our carbon footprint and saves money.

## ▶ NEW ATLANTA HEADQUARTERS BUILDING

- Anticipating LEED gold certification
- Reusing rainwater results in **100% reduction** for irrigation; **70% reduction** for interior plumbing fixtures; and **100% reduction** cooling tower demand over a typical office building
- Resulting project energy use reduced approximately **16%** over the commercial benchmark code



▶ New Atlanta corporate headquarters lighting ceremony



## ELECTRICITY

- Nearly doubled our renewable energy usage to 18% in deregulated markets as of May 1, 2021
- Norfolk Southern facilities across two Pennsylvania energy markets operate on 100% renewable energy provided to the regions by Green-e certified projects
- Established goal of 30% clean energy by 2030



Where there are opportunities, Norfolk Southern is prepared to commit to sustainability on the energy procurement side – whether that’s power from wind, solar, geothermal, biomass, or hydro-electric.”

– Panos Kokkinos, Director Facilities Services

# CIRCULARITY AND SUPPLIERS

## CIRCULARITY

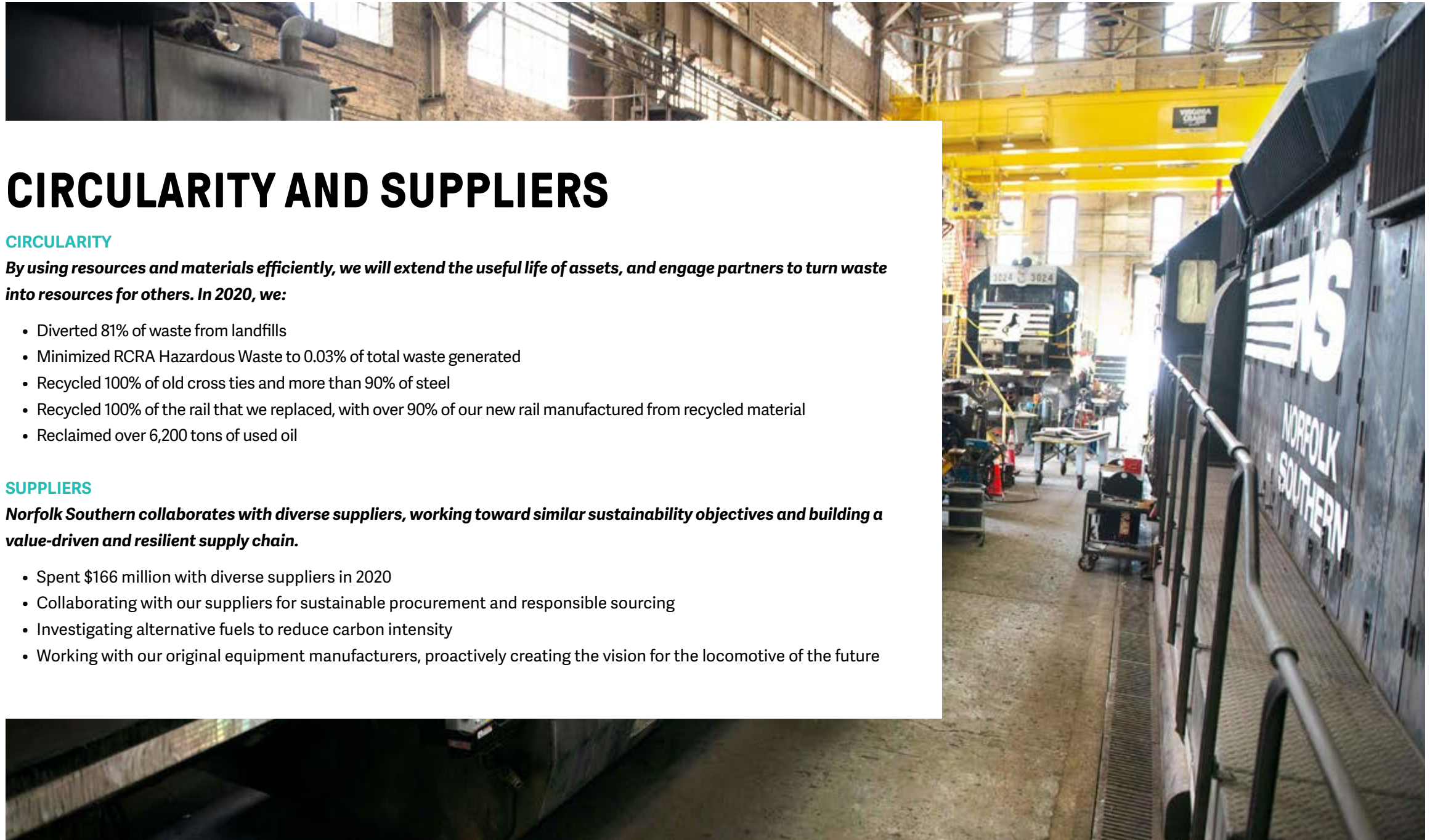
*By using resources and materials efficiently, we will extend the useful life of assets, and engage partners to turn waste into resources for others. In 2020, we:*

- Diverted 81% of waste from landfills
- Minimized RCRA Hazardous Waste to 0.03% of total waste generated
- Recycled 100% of old cross ties and more than 90% of steel
- Recycled 100% of the rail that we replaced, with over 90% of our new rail manufactured from recycled material
- Reclaimed over 6,200 tons of used oil

## SUPPLIERS

*Norfolk Southern collaborates with diverse suppliers, working toward similar sustainability objectives and building a value-driven and resilient supply chain.*

- Spent \$166 million with diverse suppliers in 2020
- Collaborating with our suppliers for sustainable procurement and responsible sourcing
- Investigating alternative fuels to reduce carbon intensity
- Working with our original equipment manufacturers, proactively creating the vision for the locomotive of the future



# AT NORFOLK SOUTHERN SAFETY IS:



## A TEAM SPORT

In our safety culture, each employee shares personal responsibility for ensuring that everyone works safely on the job and returns home safely at the end of their shift. Our safety slogan,

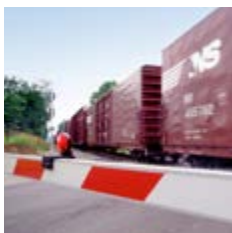
“I am Coming Home” – posted on banners and stickers in our rail yards, shops, and facilities – is a daily reminder of our commitment to an injury-free workplace and safe operation.



## GOOD BUSINESS

Safety is part of who we are. Safety is core to our business strategy and essential to achieving operational excellence. From our Board of Directors’ Safety Committee to our

local safety and service committees, safety is top down-bottom up. Everybody’s input is valued and considered as we strive to improve our safety performance.



## A COMMUNITY COMMITMENT

Our commitment to safe operations extends to the communities we serve. Through community partnerships, we focus efforts on highway-rail

grade-crossing safety, the dangers of trespassing on railroad property, and training for local first responders on how to prepare for and safely respond to rail-related incidents.

## A PTC SAFETY MILESTONE

With total investment of over \$1.8 billion, Norfolk Southern in 2020 completed implementation of positive train control technology – making a safe operation even safer. The system, installed on 8,023 miles of PTC-required territory, provides a safety overlay of protection across our most heavily traveled mainline routes. As a safety tool, the system is designed to prevent certain accidents caused by human error, such as train-to-train collisions and overspeed derailments. Through innovative initiatives, we are tapping PTC’s communication capabilities to achieve operating efficiencies as well. That includes integrating locomotive energy management systems into PTC, helping us improve fuel efficiency and reduce carbon emissions.

***In 2020, we operated over 42 million miles with PTC protection onboard our trains, averaging 3.5 million miles a month.***

## GOING VIRTUAL FOR SAFETY TRAINING

In a show of resiliency during the pandemic, we continued providing free safety training to local emergency responders across our territory. As a precaution, we pivoted from on-site visits in our safety train to virtual training sessions. We held 10 live webinars with our hazmat specialists and posted training videos about Railroad 101, locomotive fires, and tank car safety on our [Operation Awareness and Response website](#).

From mid-2020 through May 2021, over 1,350 first responders took advantage of the virtual training opportunities.

## ▶ 2020 SAFETY HIGHLIGHTS:



We strive for operational excellence, and we cannot be an excellent company if we’re not a safe company.”

– Jason Morris, AVP Safety and Environmental

### Keeping our employees safe\*

**19% ↓** Total reportable injuries per 200,000 employee-hours

**18% ↓** Employees who lost a day of work due to injury

**20% ↓** Serious injuries

### Operating safely in communities\*

**8% ↓** Train accidents, including derailments

**16% ↓** Highway-rail grade-crossing incidents

**18% ↓** Trespasser incidents involving deaths or injuries

\* As of June 1, 2021

# ENGAGING EMPLOYEES

At the heart of Norfolk Southern is a commitment to invest in our greatest asset: our people. We're building a best-in-class employee experience, empowering employees to deliver on our strategic goals through concerted efforts to align, engage, and develop our talent.

## ALIGN

- Openly communicating at every level, ensuring each employee understands their part in achieving our goals
- Facilitating ongoing feedback and clear expectations
- Linking performance and rewards to delivering on goals that advance our strategy

## ENGAGE

- Collecting quarterly feedback across multiple dimensions of the employee experience
- Providing tailored strengths and opportunities analysis in a real-time, interactive dashboard, empowering leaders to take action
- Establishing inclusion as a core driver of engagement with Diversity, Equity and Inclusion initiatives

## DEVELOP

- Building core leadership skills through leader-led and peer learning in OnTrack, our program for new managers
- Providing actionable guidance and tools fostering belonging among colleagues and teams
- Offering innovative, early exposure to executive development for high-potential talent through a virtual coaching program



Throughout the global pandemic, we've adopted and evaluated the programs and guidance supporting those who transitioned to remote work as well as those who have continued their essential onsite functions to keep our nation moving.

As our remote workforce returns this fall, we'll move into a new headquarters designed to maximize collaboration, relationship-building, and other in-person interactions essential to the employee experience. When combined with our new hybrid-work program, employees can take advantage of remote work and a workplace specifically designed to amplify the benefits of being together.

# DIVERSITY, EQUITY, AND INCLUSION

We're building on our commitment to create a workforce that represents the communities we serve, where every employee feels included, respected, and heard. This includes:

- **Building representation:** engaging with business units to develop tailored diversity plans; partnering with historically black colleges and universities (HBCUs) and minority-owned staffing firms; activating existing talent pipelines to leverage internal diversity.
- **Expanding engagement:** investing in employee development emphasizing inclusive leadership; mobilizing employee resource groups to build awareness, celebrate diversity, and champion inclusion.
- **Capitalizing on potential:** growing employees' experience and exposure through job exploration programs; gathering employee feedback to inform developmental needs; delivering targeted development to underrepresented groups.
- **Driving accountability:** providing tools and a standardized dashboard to measure progress; hosting quarterly status checks with business-unit leaders; establishing accountability with senior leaders on an Inclusion Leadership Council.



To spearhead these efforts and drive lasting change, Norfolk Southern recently appointed a respected and tenured leader, Jason Pettway, as our new assistant vice president, diversity, equity, and inclusion.



Norfolk Southern's commitment to DEI remains core to our values and ensures alignment of priorities, making our DEI a sustainable competitive advantage."

– Jason Pettway, AVP Diversity, Equity, and Inclusion

## ► 2020 BY THE NUMBERS



- **55%** of trainee/intern hires are a racial minority and/or female
- **60%** of executive vice presidents are female
- **61%** of senior management hires are a racial minority and/or female

# BUILDING THE DIGITAL RAILROAD



Technology is at the heart of how Norfolk Southern is transforming our business. With a comprehensive vision to lead the industry into the future, we are accelerating our

transformation into a digital railroad that stands apart from our competitors.”

– Annie Adams, Chief Transformation Officer

## NORFOLK SOUTHERN IS UNLOCKING THE POWER OF DATA

- Positive train control (PTC) and other automated technologies gather terabytes of operational and customer-centered information every day. We’re leveraging this data to improve our service.
- Our non-locomotive vehicle fleet is equipped with telematics technology tracking usage, idling, miles driven, and fuel consumption – leading to more informed decisions about what types, and how many, vehicles are needed.
- With an abundance of data, we’re building mathematical models to predict traffic flow, locomotive maintenance schedules, and much more.

## WE’RE ADVANCING AUTOMATION

- Norfolk Southern locomotives are equipped with more than 350 sensors designed to provide real-time onboard vitals of our trains and proactively identify components that require maintenance.
- Digital technology across our organization provides high-velocity data streams that are rapidly processed using artificial intelligence.
- Locomotive horsepower is regulated with smart technology, improving energy management systems.

## AND WE’RE EMPOWERING OUR EMPLOYEES WITH TECHNOLOGY

- We’ve deployed mobile applications and devices in field and yard operations, improving efficiency and transparency.
- Customer-facing initiatives provide a more user-friendly consumer experience, delivering real-time shipment intelligence, facilitating truck-to-rail conversions, and reducing emissions.
- Our technology-driven inspections use ground-breaking machine vision portals, AI algorithms, and high frame rate cameras, improving safety.



# TRANSFORMING OUR CORPORATE GIVING STRATEGY

We're aligning Norfolk Southern business values and goals with specific needs in the communities we serve. Guided by four giving pillars, we're focused on cultivating lasting partnerships that go well beyond a financial contribution.

**IN 2020, NORFOLK SOUTHERN INVESTED \$13.1 MILLION IN TOTAL CONTRIBUTIONS ACROSS OUR 22-STATE NETWORK.**

## ► NORFOLK SOUTHERN CORPORATE GIVING PILLARS



Residents of the Hampton Roads, Virginia, community pictured with CEO Jim Squires and members of the Norfolk Southern team.

### BUILDING LASTING CONNECTIONS “BEYOND THE CHECK”

Our corporate giving strategy prioritizes relationships, encourages engagement, and provides new opportunities for employees to become involved in their communities through volunteerism and other services.

#### **Our Community Impact Grant Program (CIGP):**

- Awards community-based grants to empower local organizations with valuable resources while providing Norfolk Southern leaders the opportunity to connect locally and enhance relationships.

#### **Our legacy investment:**

- Contributed \$5 million to the Hampton Roads, Virginia, community on behalf of our employees and retirees. The largest corporate contribution in Norfolk Southern history, the investment will provide nonprofits across Hampton Roads with \$1 million in grants each year for a five-year period.

#### **Our educational and youth mentoring partnerships:**

- Provide students with opportunities to apply their everyday education in real-world environments. We're partnering with universities, youth education programs, and scholarship organizations across our network to foster innovation and empower the next generation of leaders.



## POLITICAL AND CIVIC ENGAGEMENT

The political process significantly impacts Norfolk Southern through government policies, legislation and regulatory decisions at all levels of government. That's why we believe it is in the best interests of our employees and shareholders to participate in the political process by engaging in a government relations program.

We are committed to transparency in our public affairs activities. Our lobbying activities are subject to federal and state laws, which require regular, publicly available and detailed reports disclosing our lobbying activities. We provide regular reports on our political activities to our Board of Directors and disclose all our political contributions on the [Norfolk Southern webpage](#). As a result of these efforts, among others, Norfolk Southern is recognized as a "Trendsetter" in the most recent Center for Political Accountability-Zicklin Index of Political Accountability and Disclosure. We have been recognized as a corporate leader in political disclosure by CPA-Zicklin since 2012.

Our public policy advocacy efforts are focused on a wide range of issues that could impact the company, and our political contributions reflect a philosophy of productive bipartisan engagement. We generally support candidates, regardless of political party, whose positions on issues central to our business align with our interests. Please see our website for more information about "[Where We Stand](#)" on some key policy issues that impact our business.

While we may not agree with all of the positions of every industry, trade or policy organization in which we participate, or candidate to whom we contribute, Norfolk Southern believes continued engagement has the best opportunity to influence positions in a manner that aligns with the long-term interests of our stakeholders.

We believe in the importance of being an engaged corporate citizen. The communities in which we live and work are a critical part of our network, and we encourage our employees and our neighbors in the communities in which we operate to be civically active.



# LIVING OUR VALUES


Our values reflect who we are and the culture we are building. They serve as the bedrock to achieving our sustainability ambitions and leading as one Norfolk Southern.

▶ OUR VALUES			
<p><b>Build connections:</b> We achieve our goals by prioritizing inclusive relationships and diverse perspectives</p>	<p><b>Find a better way:</b> We quickly adapt and innovate to develop our business and our people</p>	<p><b>Do what's right:</b> We're open and honest; we work safely, and never compromise our integrity</p>	<p><b>Get it done:</b> We tackle challenges head on and take pride in serving our customers</p>

Our long-standing Ethics and Compliance (E&C) program is one way we're living our values. Digital tools and messaging ensure our E&C program is easily accessible, and ongoing employee outreach reinforces understanding and drives continuous improvement.



▶ E&C HOTLINE (1-800-732-9279)



- Anonymous and confidential
- Easily accessible
- Staffed with trained and responsive personnel
- Used for reporting and advice by internal and external stakeholders



Our robust Ethics and Compliance program demonstrates our commitment to an ethical workplace, empowering all stakeholders to play an active role in ensuring we conduct business consistent with our values.”

– Susan Stuart, VP Audit and Compliance

# ENGAGED GOVERNANCE AND OVERSIGHT

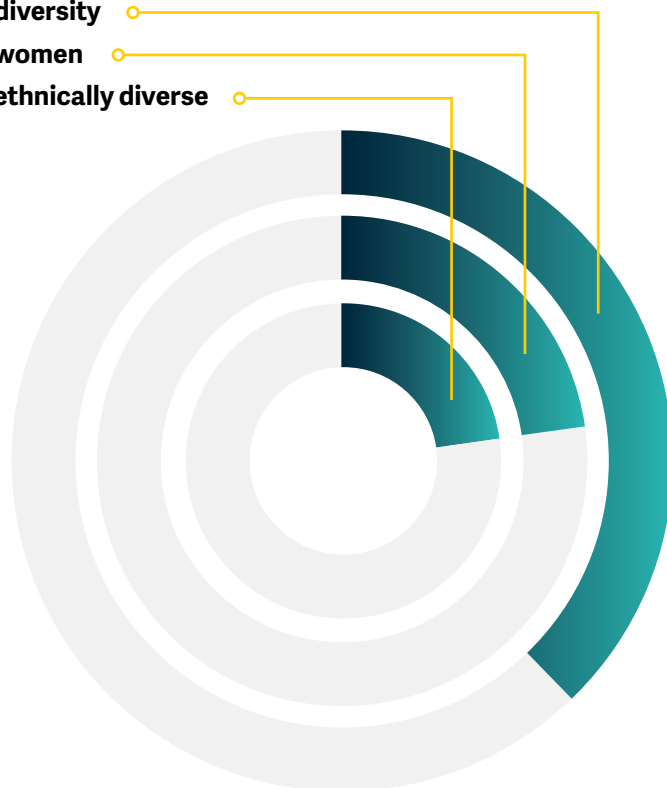
[Our Board of Directors](#) brings a wealth of diverse and independent experience. With accomplished backgrounds in multiple industries, they provide invaluable insight and leadership.

## BOARD DIVERSITY

38% diversity

23% women

23% ethnically diverse



## ENSURING ACCOUNTABILITY

Our Board is highly involved in every aspect of our company's governance and has taken additional action to explicitly delegate roles in key areas to specific committees.



### Sustainability

In 2019, our Board added sustainability oversight to the Governance and Nominating Committee's charter.

The committee members closely follow governance and sustainability issues, as well as oversee annual and

long-term goals for our company's initiatives.



### Cybersecurity

Our Board has significant expertise and representation from the technology and cybersecurity fields. In March of 2021, oversight of cybersecurity and cyber incident response was added to the Finance and Risk Management Committee's charter.



### Safety

In 2020, reflecting the long-standing commitment to safety as a core value of our company, our Board established a Safety Committee.

Among other duties, the Safety Committee reviews, monitors,

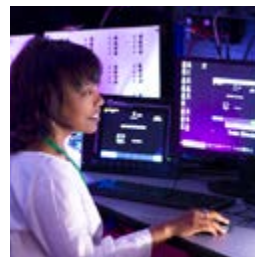
and evaluates our compliance with safety programs and practices.



### Climate Risk Oversight

Our Finance and Risk Management Committee receives regular reports on risk management efforts associated with climate-related threats as part of its efforts to ensure that our company's assets and long-

term strategy are resilient to the impacts of climate change. These include reports on legislative and regulatory changes related to greenhouse gas emissions, business interruptions from severe weather, and volatility in energy prices.



### Human Capital Management

In March of 2021, our Board added oversight of human capital management (HCM) strategies to the Compensation Committee's charter. Committee members

review and discuss with

management our key HCM programs, including diversity, equity, and inclusion initiatives.

# PROTECTING OUR ENTERPRISE

A robust Enterprise Risk Management (ERM) program leads efforts to proactively confront and manage threats and uncertainties that could impact our business.

## ▶ ENTERPRISE RISK MANAGEMENT PROGRAM



**Potential risks include:**

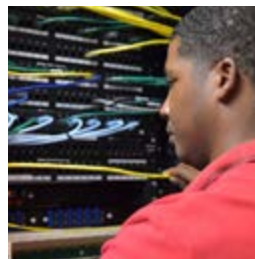
- Severe weather and climate change
- Cyberattack
- Energy price volatility
- Shifts in economic and political landscapes

### ACHIEVING OUR BUSINESS OBJECTIVES

- The Enterprise Risk Council works closely with our Board’s Finance and Risk Management Committee, which provides oversight for the ERM program and requests reports from management on its monitoring and mitigation of risks.
- We’ve established an Integrated Risk Management initiative to identify significant risk interdependencies, establish a risk governance structure, and implement technology for a well-defined internal ERM framework.
- We evaluate evolving threats in real-time, and continuously work to improve our ability to respond quickly and effectively.

### CYBER DEFENSE AND INFORMATION SECURITY











Norfolk Southern is keenly aware of the potential threat cyberattacks pose to our company and our broader economy. Our Information Security team is actively engaged with our Board, company leadership, and employees throughout our enterprise in educating and protecting our entire operation.




- Regular engagement and coordination with government and North American freight rail cybersecurity leadership
- Proactive risk assessment, management, and reporting
- Holistic review and solution development support for all technology implementations
- Cybersecurity education programs and phishing awareness campaigns
- Cybersecurity event preparedness and facilitated exercises, including ransomware scenarios



# AWARDS AND RECOGNITION

-  2021 River Star Business Hall of Fame Winner, Elizabeth River Living Shoreline
-  2021 List of America’s Most Responsible Companies, Newsweek Magazine
-  2021 Military Friendly Company, Military Friendly® Spouse Employer
-  2020 Military Friendly Company, Military Friendly® Spouse Employer
-  2020 Environmental Award commitment to sustainability practices, Toyota Logistics Services
-  2020 Kaizen Award for continuous improvement in customer service, Toyota Logistics Services
-  2020 TRANSCAER national award
-  2020 Disability Equality Index
-  2020 List of the 100 Most Sustainably Managed Companies in the World, Wall Street Journal
-  2020 List of 75 Green Supply Chain Partners, Inbound Logistics

 2020 Trendsetter for political disclosure practices and accountability, Center for Political Accountability (CPA)-Zicklin Index

## ABOUT THIS REPORT

This report has been prepared in accordance with the Global Reporting Initiative Standards: Core option, and in alignment with the Sustainability Accounting Standards Board, and Task Force on Climate-related Financial Disclosures frameworks.

Information includes sustainability initiatives in 2020 and Q1/Q2 of 2021 and financial data spanning 2018 to 2020 for the operations of Norfolk Southern Corporation and its consolidated subsidiaries. Additional information on our ESG program is available on the Norfolk Southern website. Numbers shown in this report are approximate and may be rounded.

## SUSTAINABILITY AND CLIMATE STATEMENT

At Norfolk Southern, our actions to reduce the environmental impact of our operations are rooted in our values, and our understanding of current climate science. We all want cleaner air and a healthier planet for ourselves and future generations, and this responsibility inspires us to integrate sustainability into our daily operations. We also recognize that significant scientific evidence points to the effect of greenhouse gas emissions on the global climate. As a leading provider of freight-rail service – the most sustainable mode of surface transportation – we have committed to do our part to reduce our carbon emissions by setting a science-

based target consistent with the Paris Agreement on climate change, pursuing innovative solutions, and providing our customers with unparalleled, energy-efficient service.

## FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements that may be identified by the use of words like “believe,” “expect,” “anticipate,” “estimate,” “plan,” “consider,” “project,” and similar references to the future. Forward-looking statements reflect our good-faith evaluation of information currently available. These forward-looking statements are subject to a number of risks and uncertainties, and our actual results may differ materially from those projected. Please refer to our annual and quarterly reports filed with the Securities and Exchange Commission (SEC) for a full discussion of those risks and uncertainties we view as most important. Forward-looking statements are not, and should not be relied upon as, a guarantee of future performance or results, nor will they necessarily prove to be accurate indications of the times at or by which any such performance or results will be achieved. As a result, actual outcomes and results may differ materially from those expressed in forward-looking statements. We undertake no obligation to update or revise forward-looking statements.



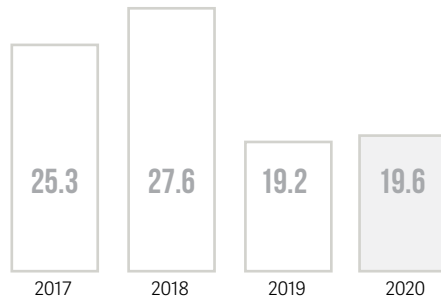
# DATA SCORECARD

NORFOLK SOUTHERN 2021 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



**TERMINAL DWELL\* † 2%**

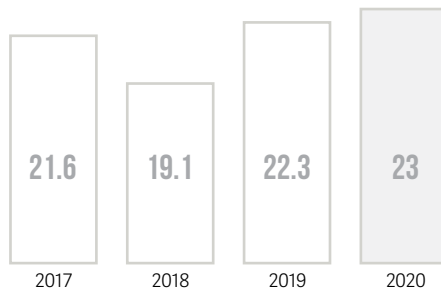
in average hours 2020 vs. 2019



**TRAIN SPEED\*\* † 3%**

Improved

in average mph 2020 vs. 2019



**CAPITAL INVESTMENT**

snapshot of Norfolk Southern track roadway additions and replacements over the past five years to support safe and efficient operations and growth

	2018	2019	2020
Track miles of rail installed	416	449	418
Miles of track surfaced	4,594	5,012	4,785
Crossties installed (millions)	2.2	2.4	1.8

**SUPPLY CHAIN SPEND**

	2018	2019	2020
Approved suppliers	7,233	7,633	7,837
Minority and disadvantaged suppliers	261	255	216
Spend with minority vendors	\$169M	\$126M	\$166M
<b>Total</b>	<b>\$3.8B</b>	<b>\$3.8B</b>	<b>\$2.9B</b>

\* Terminal dwell, a measure of rail yard efficiencies, is the amount of time rail cars spend in a terminal before departing on an outbound train for customer delivery.

\*\* Train speed is an indicator of network velocity and fluidity, key to turning assets faster, moving more freight with fewer locomotives and rail cars, and adding network capacity to support customers' growth.

**NORFOLK SOUTHERN'S 2020 ECONOMIC IMPACT** (\$ in thousands)

State	Total Number of Employees Paid (A)	Total Payroll (A)	Total Taxes, Purchases & Other Payments (B,C)	Miles of Road Operated 12/31/2020	Industry Investment in Facilities on NS Network	New Customer Jobs	Additional Customer Carloads
ALABAMA	1,374	\$ 102,226	\$ 96,265	1,304	\$ 534,797	33	10,245
DELAWARE	60	4,263	8,770	82			
DISTRICT OF COLUMBIA	6	678	15,169	19			
FLORIDA	170	12,416	65,257	148	75		100
GEORGIA	4,669	425,012	435,534	1,706	225,264	56	11,988
ILLINOIS	1,234	89,210	934,231	1,261	89	11	700
INDIANA	2,160	160,542	101,182	1,439	175,012	82	3,053
IOWA	14	692	2,356	43			
KENTUCKY	910	62,177	110,632	429	60	2	92
LOUISIANA	79	5,288	6,909	76	275	5	750
MARYLAND	80	5,573	38,610	259	78,800	250	500
MICHIGAN	570	42,072	59,464	487			3

(A) Employment numbers based on W2's by state of residence and includes those who left before year end.

(B) Taxes include state income, property, sales and use, franchise, and other miscellaneous taxes.

(C) Total purchases include capital items, rolling stock, joint facility, employee claims, legal fees, and other payments.



## NORFOLK SOUTHERN'S 2020 ECONOMIC IMPACT (\$ in thousands)

State	Total Number of Employees Paid (A)	Total Payroll (A)	Total Taxes, Purchases & Other Payments (B,C)	Miles of Road Operated 12/31/2020	Industry Investment in Facilities on NS Network	New Customer Jobs	Additional Customer Carloads
MISSISSIPPI	211	\$ 14,968	\$ 34,553	211			
MISSOURI	467	33,769	97,934	409	136		500
NEW JERSEY	149	10,605	114,391	902	2,105	25	1,230
NEW YORK	382	27,865	81,467	839			
NORTH CAROLINA	1,060	74,188	277,075	1,187	16,996	88	1,846
OHIO	3,065	213,831	386,842	1,912	47,024	20	1,106
PENNSYLVANIA	3,749	257,913	899,391	2,419	41,347	97	3,804
SOUTH CAROLINA	578	47,246	48,193	762	58,510	58	4,899
TENNESSEE	1,339	92,720	102,724	829	651,015	2,223	8,854
VIRGINIA	3,098	246,960	129,310	1,990		1	374
WEST VIRGINIA	669	42,787	31,210	618	5,000	25	4,285
ALL OTHER	80	4,925	656,355	4			
<b>Total</b>	<b>26,173</b>	<b>\$ 1,977,926</b>	<b>\$ 4,733,824</b>	<b>19,335</b>	<b>\$ 1,836,505</b>	<b>2,965</b>	<b>54,329</b>

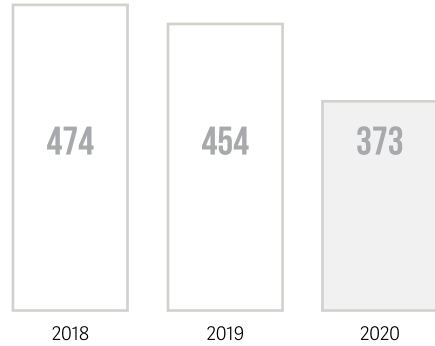
(A) Employment numbers based on W2's by state of residence and includes those who left before year end.

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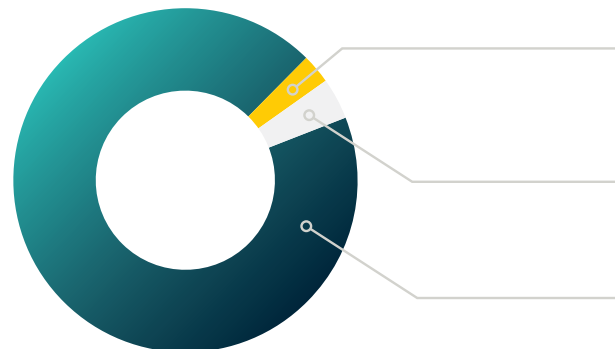
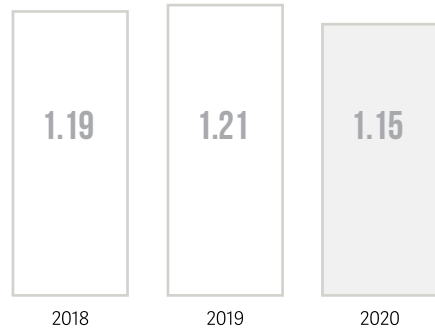
### LOCOMOTIVE DIESEL FUEL USE

in million gallons



### FUEL EFFICIENCY

gallons of diesel consumed per 1,000 gross ton-miles improved 5%



### NS 2020 EMISSIONS

CO<sub>2</sub> equivalents in metric tons

	SCOPE 1*	SCOPE 2	SCOPE 3
CO <sub>2</sub>	3,751,242	191,977	91,917
CH <sub>4</sub>	8,017	417	107
N <sub>2</sub> O	27,578	703	1,448
CO <sub>2e</sub>			70,353
<b>Total</b>	<b>3,786,837</b>	<b>193,097</b>	<b>163,826**</b>

\* Scope 1 emissions exclude 256,487 tons of direct CO<sub>2e</sub> emissions from the use of biofuels.

\*\* Emissions in scope 3 above account for employee business travel, waste generated in operations, upstream leased assets, and upstream transportation and distribution. The total emissions for Scope 3 are not included here.



**STATIONARY SOURCES: 3%**  
**132,443 METRIC TONS**

Fuel oil, kerosene, natural gas, propane, non-vehicle gasoline



**PURCHASED ELECTRICITY: 5%**  
**193,097 METRIC TONS**



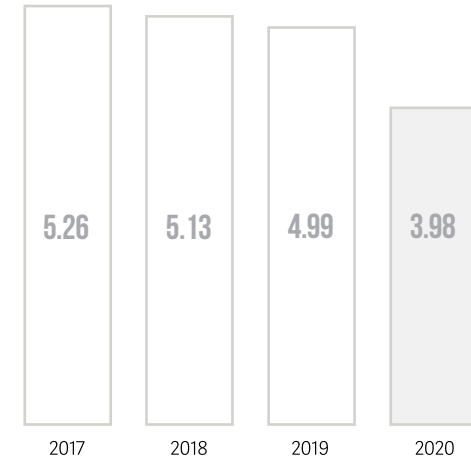
**MOBILE SOURCES: 92%**  
**3.65 MILLION METRIC TONS**

Locomotive diesel, NS fleet and non-fleet vehicle fuel, jet fuel

### ABSOLUTE GHG EMISSIONS

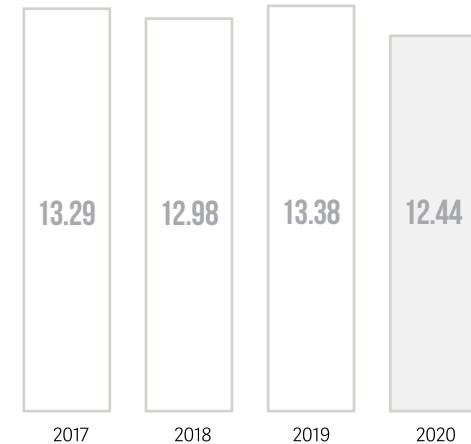
total Scope 1/Scope 2

CO<sub>2</sub> equivalents in million metric tons



### GHG EMISSIONS INTENSITY

CO<sub>2</sub> equivalents per million gross ton-miles in metric tons improved 7%. Values exclude emissions from biofuels.



**NS WASTE SCORECARD 2020**

Summary*	Tons**	Materials reused or recycled	Tons**
Waste generated	391,383	Crossties for energy	66,517
Waste to landfill	76,142	Mixed scrap metal/steel	241,444
Waste diverted	315,240	Reclaimed used oil/grease	6,228
RCRA hazardous waste***	129	Recycled trash/cardboard	677
Total waste diverted from landfill	81%		
Battery recycling	Tons**	Other recovered materials	Tons**
Lead acid	58	Fluorescent light bulbs	5
Nickel-cadmium	55	Solvent recovery/paint recycle	58
GNB absolyte	180		
Other	5		

\* NS hired an independent consultant to collect and quality-check waste stream data.

\*\* Numbers are rounded to the nearest ton.

\*\*\* Resource Conservation and Recovery Act wastes are managed by NS according to applicable federal and state laws governing hazardous waste.

**NS ENERGY SCORECARD**

2020	421.3 million kilowatt hours
2019	442.4 million kilowatt hours
2018	414.9 million kilowatt hours

2020 vs. 2019  
**5% decrease**  
 in kilowatt hours

**ELECTRICITY COST**

2020	\$40.5 million
2019	\$40.5 million
2018	\$41.5 million

**NS EMPLOYEE SAFETY SNAPSHOT** (Safety data numbers are as of June 1, 2021)

	2018	2019	2020	YoY change 2019 to 2020
Reportable injuries*	349	355	286	19.4% ↓
Employees who lost work days due to injury	251	232	191	17.7% ↓
Reportable injury ratio per 200,000 employee-hours	1.37	1.50	1.48	1.3% ↓
Work-related fatalities	0	2	1	1 ↓
Fatality rate**	0	.01	.01	-

\* Three most frequent: strain, bruise/contusion, and sprain.

\*\* Measured by number of fatalities divided by total employees.

**SERIOUS INJURIES**

	2018	2019	2020	YoY change 2019 to 2020
Serious injury count*	60	50	40	20% ↓
Ratio	0.24	0.21	0.21	-

\* A serious injury involves death, or one of the following injury types resulting in seven or more lost days: amputation, concussion, dislocation, fracture, internal injury, laceration, one-time exposure to fumes or chemicals, burns, electric shock, rupture/tear, crushing injury.

**NS FRA TRAIN ACCIDENTS**

	2018	2019	2020
Total number	240	266	246
Incidents per million train miles	2.60	3.02	3.38

**HIGHWAY-RAIL GRADE-CROSSING INCIDENTS**

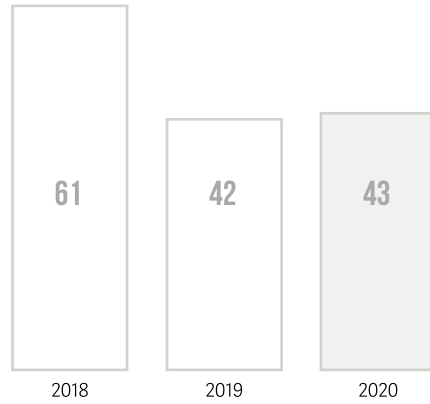
	2018	2019	2020
Injuries	91	85	71
Fatalities	27	29	25
Highway-rail incidents	364	364	299
Incidents per million train miles	3.9	4.1	4.11

**TRESPASSER INCIDENTS**

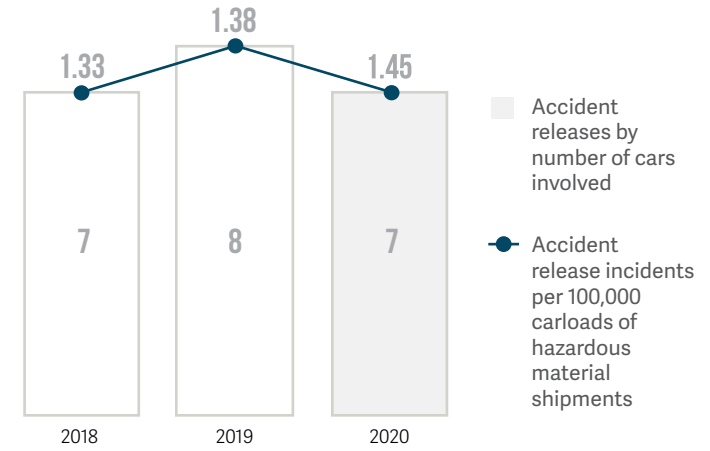
	2018	2019	2020
Injuries	69	71	69
Fatalities	52	77	52
Incidents per million train miles	1.3	1.8	1.66

### TOTAL REPORTABLE HAZMAT INCIDENTS

includes accident and nonaccident releases

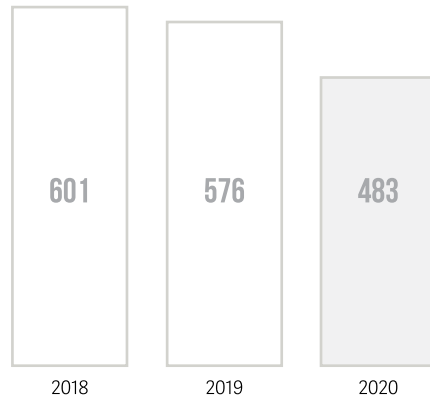


### HAZMAT ACCIDENT RELEASES

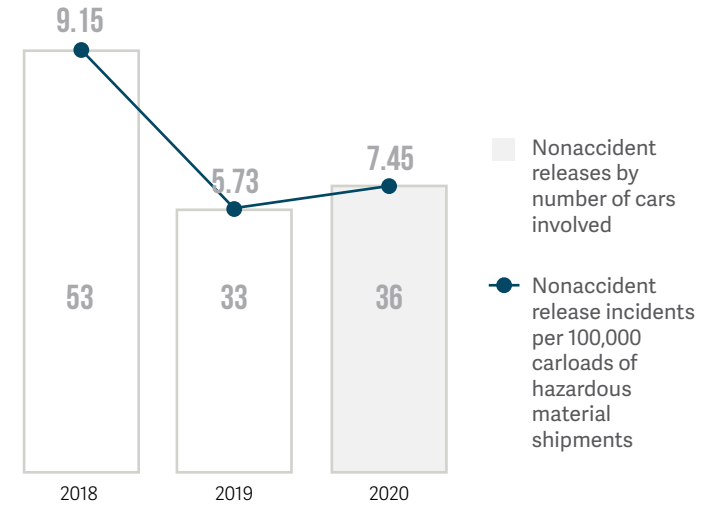


### NS CARLOADS OF REGULATED HAZARDOUS MATERIAL

carloads in thousands



### HAZMAT NONACCIDENT RELEASES



**WORKFORCE DEMOGRAPHICS** as of 12/31/2020

Craft (unionized) workforce			Management workforce			Senior management		
Female	667	4.4%	Female	807	21.1%	Female	8	31%
Male	14,551	95.6%	Male	3,026	78.9%	Male	18	69%
<b>Total</b>	<b>15,218</b>	<b>100%</b>	<b>Total</b>	<b>3,833</b>	<b>100%</b>	<b>Total</b>	<b>26</b>	<b>100%</b>
Age under 30	1,109	7.3%	Age under 30	442	11.5%	Age under 30	-	-
30 to 50	9,616	63.2%	30 to 50	2,429	63.4%	30 to 50	7	27%
Over 50	4,493	29.5%	Over 50	962	25.1%	Over 50	19	73%
<b>Total</b>	<b>15,218</b>	<b>100%</b>	<b>Total</b>	<b>3,833</b>	<b>100%</b>	<b>Total</b>	<b>26</b>	<b>100%</b>
White	12,725	83.6%	White	2,813	73.4%	White	25	96%
Black or African American	2,030	13.3%	Black or African American	704	18.4%	Black or African American	1	4%
Hispanic/Latino	254	1.7%	Hispanic/Latino	101	2.6%	Hispanic/Latino	-	-
Asian	33	0.2%	Asian	147	3.8%	Asian	-	-
Other	176	1.2%	Other	68	1.8%	Other	-	-
<b>Total</b>	<b>15,218</b>	<b>100%</b>	<b>Total</b>	<b>3,833</b>	<b>100%</b>	<b>Total</b>	<b>26</b>	<b>100%</b>

In addition to the workforce demographics disclosed above, we are publishing our 2020 EEO-1 report, available [here](#), for transparency, and to demonstrate our continued commitment toward advancing diversity, equity, and inclusion. The EEO-1 report is an annual mandatory submission provided to the U.S. Equal Employment Opportunity Commission; however, it uses specific job categories that are not necessarily tailored to our company's unique organizational structure. As such, we encourage you to review the employment data disclosed in the tables above, which provides a more specific and informative breakdown of our workforce.

**2020 NEW HIRES**

Craft (unionized) workforce			
Female	13	12.4%	
Male	92	87.6%	
<b>Total</b>	<b>105</b>	<b>100%</b>	
Age under 30	42	40.0%	
30 to 50	60	57.1%	
Over 50	3	2.9%	
<b>Total</b>	<b>105</b>	<b>100%</b>	
White	65	61.9%	
Black or African American	34	32.4%	
Hispanic/Latino	3	2.9%	
Asian	-	-	
Other	3	2.9%	
<b>Total</b>	<b>105</b>	<b>100%</b>	

Management workforce			
Female	106	30%	
Male	247	70%	
<b>Total</b>	<b>353</b>	<b>100%</b>	
Age under 30	137	38.8%	
30 to 50	174	49.3%	
Over 50	42	11.9%	
<b>Total</b>	<b>353</b>	<b>100%</b>	
White	212	60.1%	
Black or African American	75	21.2%	
Hispanic/Latino	19	5.4%	
Asian	35	9.9%	
Other	12	3.4%	
<b>Total</b>	<b>353</b>	<b>100%</b>	

**2020 EMPLOYEES WHO LEFT NS\***

Craft (unionized) workforce		
Female	122	4.5%
Male	2,568	95.5%
<b>Total</b>	<b>2,690</b>	<b>100%</b>
Age under 30	450	16.7%
30 to 50	1,314	48.8%
Over 50	926	34.4%
<b>Total</b>	<b>2,690</b>	<b>100%</b>
White	2,244	83.4%
Black or African American	365	13.6%
Hispanic/Latino	37	1.4%
Asian	5	0.2%
Other	39	1.4%
<b>Total</b>	<b>2,690</b>	<b>100%</b>

Management workforce		
Female	138	25%
Male	411	75%
<b>Total</b>	<b>549</b>	<b>100%</b>
Age under 30	78	14.2%
30 to 50	257	46.8%
Over 50	214	39.0%
<b>Total</b>	<b>549</b>	<b>100%</b>
White	413	75.2%
Black or African American	101	18.4%
Hispanic/Latino	17	3.1%
Asian	14	2.6%
Other	4	0.7%
<b>Total</b>	<b>549</b>	<b>100%</b>

\*Includes employees who were discharged, resigned, left due to disability or workforce reduction, and retired.



**NS FOUNDATION & CORPORATE GIVING**

		2016	2017	2018	2019	2020
Total NS Foundation	\$	7,280,423	6,731,009	6,340,683	6,214,249	5,376,000
Total corporate giving	\$	4,387,724	3,427,828	2,491,094	2,452,866	2,396,100
Hampton Roads community gift	\$					5,000,000
Children's Hospital of The King's Daughters gift	\$					1,000,000
<b>Total</b>	<b>\$</b>	<b>11,668,147</b>	<b>10,158,837</b>	<b>8,831,777</b>	<b>8,667,115</b>	<b>13,772,100</b>

**2020 NS FOUNDATION**

Community	\$	1,930,000
Health/wellness	\$	744,000
Education	\$	850,000
Arts and culture	\$	451,000
Environment/sustainability	\$	118,000
Matching gifts	\$	1,283,000
<b>Total</b>	<b>\$</b>	<b>5,376,000</b>

**2020 CORPORATE GIVING\***

Sponsorships/memberships	\$	1,710,000
Good Government Fund	\$	686,100
<b>Total</b>	<b>\$</b>	<b>2,396,100</b>

\*Corporate includes Good Government Fund (GGF, Norfolk Southern's Political Action Committee) matching, corporate memberships, corporate sponsorships, non-cash donations, and other charitable contributions that do not align with the Foundation's mission and recipient requirements.

# GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
<b>GRI 102: GENERAL DISCLOSURES</b>	Organization Profile	
	102-1: Name of organization	Norfolk Southern Corporation
	102-2: Activities and services	2020 Annual Report – Financial Highlights
	102-3: Location of headquarters	Currently headquartered in Norfolk, VA with relocation to Atlanta, GA planned in September 2021.
	102-4: Location of operations	2020 Annual Report – Form 10-K (p. K3 – K4)
	102-5: Ownership and legal form	Norfolk Southern is a publicly traded company, incorporated in Virginia. Norfolk Southern’s common stock is listed on the New York Stock Exchange and the official trading symbol is “NSC.”
	102-6: Markets served	2020 Annual Report – Form 10-K (p. K3 – K6)
	102-7: Scale of the organization	Driving the U.S. Economy; ESG Data Scorecard; and 2020 Annual Report - Form 10-K (p. K5 – K8)
	102-8: Information on employees and other workers	ESG Data Scorecard
	102-9: Supply chain	Circularity and Suppliers and ESG Data Scorecard
	102-10: Significant changes to the organization and its supply chain	2020 Annual Report (p. 1 – 4)
	102-11: Precautionary Principle or approach	Sustainability and Climate Statement
102-12: External initiatives	<a href="#">The Thoroughbred Code of Ethics</a> applies to all employees, officers, and directors of Norfolk Southern Corporation and its consolidated subsidiaries (excluding Norfolk and Portsmouth Belt Line Railroad Company). The Code may also apply to other people who are working on Norfolk Southern’s behalf or at our direction.	

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
<b>GRI 102: GENERAL DISCLOSURES</b>	<b>Strategy</b>	
	102-14: Statement from senior decision-maker	Message from our CEO
	102-15: Key impacts, risks, and opportunities	TCFD Content Index; 2020 Annual Report – Form 10-K (p. K11 – K14); and 2021 CDP Response
	<b>Ethics &amp; Integrity</b>	
	102-16: Values, principles, standards, and norms of behavior	Living Our Corporate Values and <a href="#">Norfolk Southern Vision &amp; Values</a>
	102-17: Mechanisms for advice and concerns about ethics	<a href="#">The Thoroughbred Code of Ethics</a> (p. 11) and Ethics & Compliance Hotline
	<b>Governance</b>	
	102-18: Governance structure	Engaged Governance and Oversight and 2021 Proxy Statement (p. 17 – 20)
	102-19: Delegating authority	Engaged Governance and Oversight and 2021 Proxy Statement (p. 17 – 20)
	102-20: Executive-level responsibility for economic, environmental, and social topics	Engaged Governance and Oversight, 2021 Proxy Statement (p. 23), and 2021 CDP Response (questions C1.2 and C1.2a)
102-21: Consulting stakeholders on economic, environmental, and social topics	2021 Proxy Statement (p. 18)	
102-22: Composition of the highest governance body and its committees	2021 Proxy Statement (p. 9 – 23)	

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
	102-23: Chair of the highest governance body	2021 Proxy Statement (p. 2, 17)
	102-24: Nominating and selecting the highest governance body	2021 Proxy Statement (p. 9 – 23) and <a href="#">Corporate Governance Guidelines</a>
	102-25: Conflicts of Interest	<a href="#">The Thoroughbred Code of Ethics</a> (p. 32) and 2021 Proxy Statement (p. 17, 19, 21)
	102-26: Role of highest governance body in setting purpose, values, and strategy	<a href="#">Engaged Governance and Oversight</a> , 2021 Proxy Statement (p. 9 – 23), and Charter of the Nominating and Governance Committee
	102-27: Collective knowledge of highest governance body	2021 Proxy Statement (p. 18)
<b>GRI 102: GENERAL DISCLOSURES</b>	102-28: Evaluating the highest governance body's performance	2021 Proxy Statement (p. 18) and <a href="#">Corporate Governance Guidelines</a>
	102-29: Identifying and managing economic, environmental, and social impacts	<a href="#">Protecting Our Enterprise</a> , 2021 Proxy Statement (p. 5, 18), Charter of the Nominating and Governance Committee, and 2021 CDP Response
	102-30: Effectiveness of risk management processes	2021 Proxy Statement (p. 19)
	102-31: Review of economic, environmental, and social topics	2021 CDP Response
	102-32: Highest governance body's role in sustainability reporting	This sustainability report was reviewed by the Company's Executive Leadership Team and provided to the Governance and Nominating Committee of the Board of Directors before publication.
	102-33: Communicating critical concerns	Per Corporate Governance Guidelines, interested parties who wish to contact the outside directors can do so by contacting the Lead Director c/o Corporate Secretary, Norfolk Southern Corporation.

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
	102-35: Remuneration policies	2021 Proxy Statement (p. 38 – 48) and <a href="#">Charter of the Compensation Committee</a>
	102-36: Process for determining remuneration	2021 Proxy Statement (p. 37 – 48) and <a href="#">Charter of the Compensation Committee</a>
	102-37: Stakeholders’ involvement in remuneration	2021 Proxy Statement (p. 29 – 31)
	102-38: Annual total compensation ratio	2021 Proxy Statement (p. 65)
	102-39: Percentage increase in annual total compensation ratio	2021 Proxy Statement (p. 65)
<b>GRI 102: GENERAL DISCLOSURES</b>	<b>Stakeholder Engagement</b>	
	102-40: List of stakeholder groups	Circularity and Suppliers, Engaging Employees, Political and Civic Engagement, Engaged Governance and Oversight 2021 Proxy Statement (p. 18); and Annual Report (p. 3)
	102-41: Collective bargaining agreements	2020 Annual Report (p. 18)
	<b>Reporting Practices</b>	
	102-45: Entities included in the consolidated financial statements	2020 Annual Report
	102-50: Reporting period	Norfolk Southern Corporate Responsibility Report: Pg 1: This report covers calendar year 2019 and Q1/Q2 of 2020.
	102-51: Date of most recent report	About this Report
	102-52: Reporting cycle	About this Report
	102-53: Contact point for questions regarding the report	About this Report

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
<b>GRI 102: GENERAL DISCLOSURES</b>	102-54: Claims of reporting in accordance with the GRI Standards	About this Report
	102-55: GRI content index	GRI Content Index
	102-56: External assurance	Assurance
<b>GRI 200: ECONOMIC</b>	<b>Economic Performance (201)</b>	
	201-1: Direct economic value generated and distributed	2020 Annual Report – Financial Highlights and ESG Data Scorecard
	201-2: Financial implications and other risks and opportunities due to climate change	2020 Annual Report (p. 24) and 2021 CDP Response
	<b>Tax Transparency (207)</b>	
207-4: Country-by-country reporting	2020 Annual Report – Financial Highlights and ESG Data Scorecard	
<b>GRI 300: ENVIRONMENT</b>	<b>Energy (302)</b>	
	302-1: Energy use by source	ESG Data Scorecard and 2021 CDP Response
	302-3: Energy intensity ratio	ESG Data Scorecard and 2021 CDP Response
	302-4: Reductions of energy consumption	Carbon Reduction Solutions, Facilities, ESG Data Scorecard, and 2021 CDP Response
	<b>Biodiversity (304)</b>	
304-3: Habitats protected or restored	Nature-Based Solutions	

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
GRI 300: ENVIRONMENT	Emissions (305)	
	305-1: Direct GHG emissions (Scope 1)	ESG Data Scorecard and 2021 CDP Response
	305-2: Indirect GHG emissions (Scope 2)	ESG Data Scorecard and 2021 CDP Response
	305-3: Indirect GHG emissions (Scope 3)	ESG Data Scorecard and 2021 CDP Response
	305-4: GHG emissions intensity ratio	ESG Data Scorecard and 2021 CDP Response
	305-5: GHG reductions realized	Carbon Reduction Solutions, ESG Data Scorecard, and 2021 CDP Response
	Waste (306)	
	306-3: Waste generated	ESG Data Scorecard
	306-4: Waste diverted from disposal	ESG Data Scorecard
	306-5: Waste directed to disposal	ESG Data Scorecard
GRI 400: SOCIAL	Employment (401)	
	401-1: New employee hires	ESG Data Scorecard
	Occupational Health and Safety (403)	
	403-3: Occupational health services	At Norfolk Southern Safety Is
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	At Norfolk Southern Safety Is and <a href="#">Norfolk Southern Safety</a>
	403-9: Work-related injuries	ESG Data Scorecard

GRI STANDARD	DISCLOSURE #	RESPONSE / INFORMATION LOCATION
GRI 400: SOCIAL	Diversity and Equal Opportunity (405)	
	405-1: Diversity of employees	Diversity, Equality, Inclusion and ESG Data Scorecard
	Local Communities (413)	
	413-1: Operations with local community engagement, impact assessments, and development programs	At Norfolk Southern Safety Is, ESG Data Scorecard, and <a href="#">Operations Awareness and Response Program</a>
	413-2: Operations with significant actual and potential negative impacts on local communities	At Norfolk Southern Safety Is, ESG Data Scorecard, and <a href="#">Operations Awareness and Response Program</a>
	Customer Privacy (418)	
418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protecting Our Enterprise. No material customer data breaches were recorded in 2020.	



# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

## SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

TOPIC	ACCOUNTING METRIC	RESPONSE / INFORMATION LOCATION
GREENHOUSE GAS EMISSIONS	TR-RA-110a.1 Gross global Scope 1 emissions	ESG Data Scorecard
	TR-RA-110a.2 Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Sustainability Ambition, Carbon Reduction Solutions, and 2021 CDP Response
	TR-RA-110a.3 Total fuel consumed, percentage renewable	ESG Data Scorecard
AIR QUALITY	TR-RA-120a.1 Air emissions of the following pollutants: (1) NOx (excluding N2O) and (2) particulate matter (PM10)	(1) t NOx = 36,881 metric tons (2) t PM10 = 857 metric tons
EMPLOYEE HEALTH AND SAFETY	TR-RA-320a.1 (1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	ESG Data Scorecard
COMPETITIVE BEHAVIOR	TR-RA-520a.1 Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Norfolk Southern wasn't subject to any monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations in 2020.

TOPIC	ACCOUNTING METRIC	RESPONSE / INFORMATION LOCATION
<b>ACCIDENT AND SAFETY MANAGEMENT</b>	TR-RA-540a.1 Number of accidents and incidents	ESG Data Scorecard
	TR-RA-540a.2 Number of (1) accident releases and (2) nonaccident releases (NARs)	ESG Data Scorecard
	TR-RA-540a.3 Number of Federal Railroad Administration (FRA) Recommended Violation Defects	ESG Data Scorecard
	TR-RA-540a.4 Frequency of internal railway integrity inspections	2 inspections per week (The FRA requires twice-weekly inspections, with at least one calendar-day interval between inspections if the track has carried passenger trains, or more than 10 million gross tons of traffic during the preceding calendar year. Norfolk Southern inspects all track at the FRA regulatory levels based on million gross ton-miles and class of track operated.)

ACTIVITY METRICS

ACTIVITY METRIC	RESPONSE / INFORMATION LOCATION
TR-RO-000.A Number of carloads transported	2020 Annual Report – Form 10-K (p. K5 – K6)
TR-RO-000.B Number of intermodal units transported	2020 Annual Report – Form 10-K (p. K6)
TR-RO-000.C Track miles	ESG Data Scorecard and 2020 Annual Report – Form 10-K (p. K5)
TR-RO-000.D Revenue ton miles (RTMs)	2020 Annual Report – Form 10-K (p. K5)
TR-RO-000.E Number of employees	ESG Data Scorecard

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD) INDEX

RECOMMENDED DISCLOSURES	RESPONSE / INFORMATION LOCATION
<b>1. Governance</b>	
A. Describe the board’s oversight of climate-related risks and opportunities.	Engaged Governance and Oversight, 2021 Proxy Statement (p. 9 – 23), Charter of the Nominating and Governance Committee, and 2021 CDP Response (C1.1)
B. Describe management’s role in assessing and managing climate-related risks and opportunities.	Protecting Our Enterprise, 2021 Proxy Statement (p. 5, 18), Charter of the Nominating and Governance Committee, and 2021 CDP Response (C1.2)
<b>2. Strategy</b>	
A. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	2021 CDP Response (C2.1, C2.2, C2.3, C2.4, and C2.4a)
B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.	Protecting Our Enterprise, 2021 Proxy Statement (p. 5, 18), Charter of the Nominating and Governance Committee, and 2021 CDP Response (C2.4a,C3.1, C3.3, and C3.4)
C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	Sustainability Ambition, Carbon Reduction Solutions, and 2021 CDP Response (C3.2)
<b>3. Risk Management</b>	
A. Describe the organization’s processes for identifying and assessing climate-related risks.	2021 CDP Response (C2.1, C2.1a, and C2.2, C2.2a, C2.3, C2.3a)
B. Describe the organization’s processes for managing climate-related risks.	2021 CDP Response (C2.1 and C2.2, C2.3a)

RECOMMENDED DISCLOSURES	RESPONSE / INFORMATION LOCATION
<b>3. Risk Management (continued)</b>	
C. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	2021 CDP Response (C2.1 and C2.2)
<b>4. Metrics and Targets</b>	
A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Sustainability Ambition, Carbon Reduction Solutions, and 2021 CDP Response (C4.1, C4.1b and C9.1)
B. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	ESG Data Scorecard and 2021 CDP Response (C6.1, C6.3 and C6.5)
C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Sustainability Ambition, Carbon Reduction Solutions, and 2021 CDP Response ( C4.1 and C4.1b)



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