



FORGING A BETTER TOMORROW REPORT

2024-2025 HIGHLIGHTS

POWERING PROGRESS WITH PURPOSE

At Norfolk Southern, moving freight is more than delivering goods. Every day, we make a positive impact for customers, employees, communities, and the economy. We're continuing to focus on what matters most: operating a safe, efficient, and reliable railroad; investing in long-term growth; and creating value for all our stakeholders.

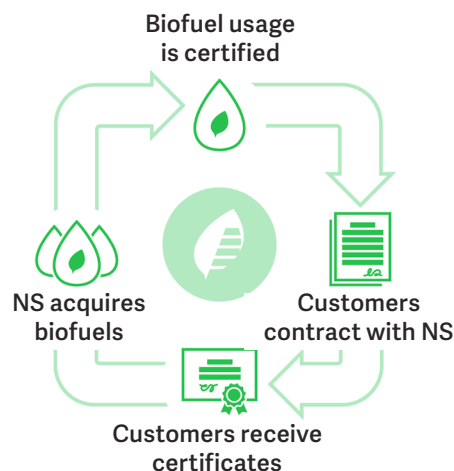
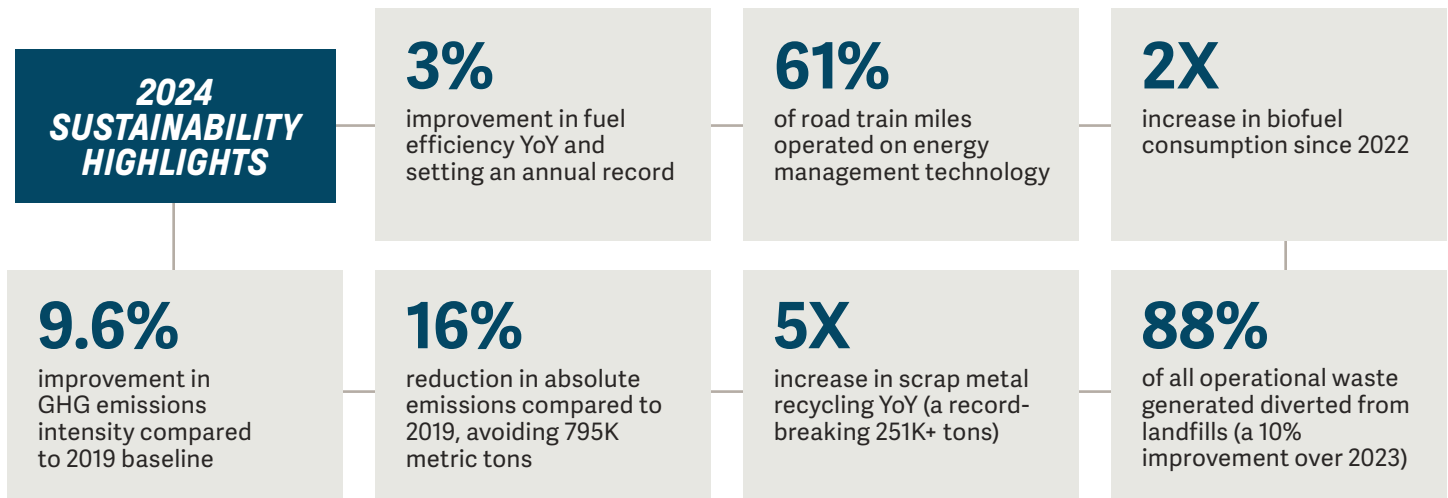
**2024 was a transformational year—
one focused on safety, operational
excellence, resilience, and growth.”**

— Norfolk Southern Executive Leadership Team



BUILDING A BETTER PLANET

Rail is already the most sustainable way to move freight over land. Norfolk Southern takes it further by integrating sustainability into every part of our business, reducing emissions, increasing efficiency, and building the infrastructure needed for a low-carbon economy. Guided by our [Climate Transition Plan](#), we've improved fuel efficiency, increased renewable energy use, and introduced innovations like RailGreen™, a first-of-its-kind emissions-reduction program helping customers address hard-to-abate Scope 3 emissions. Additionally, long-term projects like Brosnan Forest and Lamberts Point Living Shoreline support biodiversity and improve air and water quality for the communities we serve.



RailGreen: An Industry-First Verified Emissions Program

Launched in March with **123Carbon**, [RailGreen](#) is a first-of-its-kind freight rail solution that reduces supply chain emissions through blockchain-backed Environmental Attribute Certificates.

Why it matters: RailGreen helps customers reduce Scope 3 emissions—the hardest to track and tackle—while advancing their climate goals through cleaner rail freight.



REGENERATIVE AGRICULTURE WITH PINEYWOODS CATTLE

At Brosnan Forest, our Pineywoods Cattle eat Longleaf Pine understory plants. This grazing helps maintain appropriate fuel loads, allowing us to burn less frequently and reducing the intensity of prescribed fires. In turn, we can store carbon longer, improve air quality, enhance biodiversity, and maintain healthy Longleaf Pine ecosystems.

ADVANCING A CULTURE OF SAFETY

Safety is a core value at Norfolk Southern and the foundation of everything we do. It drives our decisions and shapes our operations. Building a strong safety culture requires a focus on safe practices, trust, and accountability, beginning with empowering our teams to own their shared responsibility. From the ballast to boardroom, every railroader has the authority—and the responsibility—to speak up and stop work if there is a safety concern.

Foundations of Our Safety Culture

Our Speak Up approach is a pillar of our safety culture transformation. Through peer-to-peer engagement and open dialogue, we’re improving communication and reinforcing shared responsibility centered on these tenets:

- 1. **Speak Up:** Every employee is empowered to raise questions, identify risks, and share improvement ideas in open dialogue.
- 2. **Stop Work Authority:** Every employee has the right to halt work any time they sense unprotected risks or uncertainty.
- 3. **Deeds Matter:** Every employee must trust their concerns will be heard, addressed, and followed up on through clear action.

2024 REDUCTION IN ACCIDENT RATES

25%



Federal Railroad Administration (FRA)
Reportable Train
Accident Rate

35%



Federal Railroad Administration (FRA)
Reportable Mainline
Train Accident Rate



SAFETY WALKABOUTS

Kicking off in 2025, our Safety Walkabouts bring 36 hours of focused safety, culture, and leadership engagement to every location.

2024 SAFETY BY THE NUMBERS

\$2.2M+

in direct support to first responder organizations through our Safety First Grant program, which awards agencies that promote safe behavior across our network

5,500+

first responders trained across 20 cities through our Operation Awareness & Response program, providing emergency response agencies the opportunity to train on real railroad equipment

130+

Hot Bearing Detector systems installed 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

17

new acoustic bearing detectors deployed across our network

5

new Digital Train Inspection Portals installed, bringing the total active number to seven

Doubling

our count of autonomous track inspection locomotives put in service, bringing the total to 20

DRIVING BUSINESS EXCELLENCE AND INNOVATION

As a leader in rail transportation, we aim to be the industry standard for operational excellence and innovation. Every investment we make—whether in infrastructure, technology, or customer partnerships—is designed to deliver safe, reliable service today while enabling long-term growth. Through strategic initiatives that create value for our customers and strengthen supply chains, we keep the economy moving and power the future of rail.

Investing in Service and Growth

- Completed **\$1 billion** in infrastructure improvements as part of our annual investment to optimize rail service.
- Reduced blocked crossings by **more than one-third** through Public-Private partnership funding of **more than \$350 million**.
- Launched new initiatives and tools to anticipate and meet customer needs, including Customer Advisory Board, War Room, and DRIVE team.

POWERING THE ECONOMY IN 2024

149 customer-advanced industrial development projects

\$4.3B in investment for new or expanded facilities within our network

500+ active, customer-identified projects

Powering the Future of Rail

From planning to the last mile, we're advancing the future of freight rail by investing in next-generation tools and platforms that empower our people, enhance safety, and deliver smarter service.



DIGITAL TRAIN INSPECTION PORTALS

We continue to roll out our Digital Train Inspection Portals, which scan trains with ultra-high-resolution imaging and AI to identify mechanical issues in real time, improving safety and keeping freight moving reliably.

NS Tech Across the Supply Chain

Our advanced technologies support freight movement from planning to delivery, creating a safer and smarter supply chain for customers.

Autonomous Track Inspection



Real-Time Inspection



Connected Visibility & Telematics



Shipment Lifecycle Management



Last-Mile Visibility



Sites & Industrial Growth



CREATING A BRIGHTER FUTURE

People are, and will always be, at the core of our strategy. Across our network, railroaders show up every day with grit, heart, and a deep sense of purpose. Their work keeps the economy moving and our customers connected. In the past year, we deepened our commitment to our workforce by investing in industry-leading development programs, building strong partnerships with labor leaders, and delivering meaningful support in the communities where they live and work.

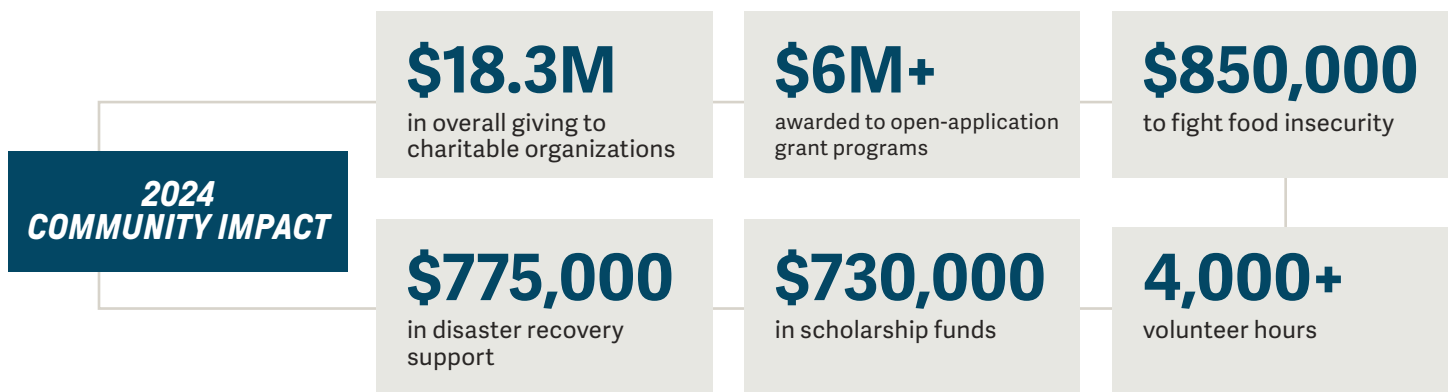
Supporting Our People and Communities

- Revived our SPIRIT values embedding them into performance and development and launched new career-stage development tracks to advance employee growth.
- Supporting our craft employees through early union agreements, a new Labor Council, and hands-on events like Safety Walkabouts and town halls.
- Strengthening our communities with charitable contributions, our Safety First and Thriving Communities Grant programs, employee volunteerism, and launching an Employee Hardship fund.



50 YEARS OF TRAINING EXCELLENCE

In 2024, we celebrated 50 years of training excellence at our Norfolk Southern Training Center in McDonough, Georgia, which has prepared generations of railroaders. Today, it stands as Georgia's longest-running **AWS-accredited** testing facility and a reflection of our commitment to strengthening trade skill education.



TRUST FOR PUBLIC LANDS

In 2024, we pledged an additional \$250,000 for six trail activations currently underway, supporting urban and suburban trails, rural revitalization, and protection of the national trail system.



COMBATTING HOUSING INSECURITY

Our **Giving November** campaign united employee giving, matching donations, and volunteer efforts to help address housing insecurity across 14 states.

FOSTERING RESPONSIBLE LEADERSHIP

In the past year, Norfolk Southern took meaningful steps to strengthen the structures that guide how we govern, lead, and operate. From refreshing our Board and executive leadership team to enhancing enterprise risk management, ethics, and compliance, we've worked to build a more transparent, accountable organization that drives performance and earns stakeholder trust. We also continued to advocate for smart public policy and a balanced regulatory environment that supports safety, service, and the future of freight rail.

Strengthening Governance, Leadership, and Accountability

- Onboarded seven new directors as well as appointed new Chairs of the Norfolk Southern Board and the Compensation and Talent Management and Governance and Nominating Committees.
- Transitioned to a largely new senior management team led by President and CEO Mark George.
- Enhanced compliance with a company-wide risk assessment, updated Code of Ethics, and a new external reporting hotline.
- Strengthening our crisis management capabilities with tabletop exercises, executive training, and crisis drills.



EXECUTIVE LEADERSHIP TEAM

Under the leadership of a largely new senior management team, Norfolk Southern is focused on strengthening operations, improving productivity, and enhancing transparency for our stakeholders.

Explore the full Forging a Better Tomorrow report <https://www.norfolksouthern.com/forgingabettertomorrow2025>

