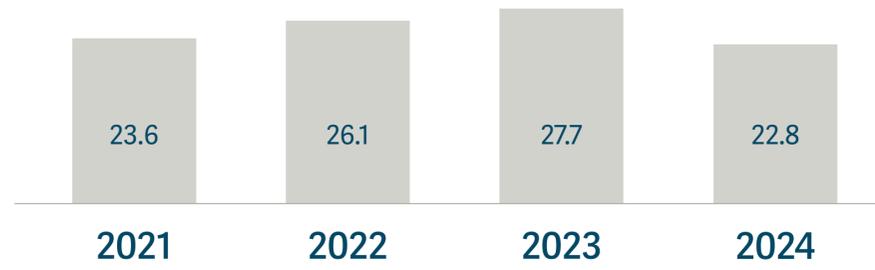




NORFOLK SOUTHERN

2024 DATA SCORECARDS

TERMINAL DWELL* - 17.7%
in average hours 2024 vs 2023



TRAIN SPEED** + 10.0%
in average MPH 2024 vs 2023



* 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, a key to turning assets faster, moving more freight with fewer locomotives and rail cars, and adding network capacity to support customers' growth.

CAPITAL INVESTMENT

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

	2021	2022	2023	2024
Track Miles of Rail Installed	458	541	584	559
Miles of Track Surfaced	4,225	4,155	4,013	3,957
Crossties Installed (millions)	2	2.2	2.1	2.1

SUPPLY-CHAIN SPEND

	2021	2022	2023	2024
Approved Suppliers	8,206	8,471	8,607	8,822
Small and Diverse Suppliers	204	187	179	235
Small and Diverse Suppliers	\$189M	\$248M	\$287M	\$317M
Total Spend	\$3.2B	\$4.4B	\$5.5B	\$4.9B

NORFOLK SOUTHERN CORPORATION AND SUBSIDIARIES ECONOMIC CONTRIBUTIONS TO THE STATES, INCLUDING D.C., SERVED BY NORFOLK SOUTHERN CORPORATION 2024

\$ in thousands

State	Total Number of Employees Paid (A)	Total Payroll (A)	* Total Purchases & Other Payments (B)	Route Miles Operated (as of 12/31/2024)
Alabama	1,448	\$132,873	\$99,779	1,304
Delaware	58	\$4,695	\$2,625	82
District of Columbia	6	\$536	\$90,405	19
Florida	194	\$17,301	\$67,967	148
Georgia	5,013	\$579,382	\$562,264	1,706
Illinois	1,079	\$100,289	\$1,433,078	1,261
Indiana	1,907	\$176,443	\$107,566	1,440
Iowa	8	\$718	\$3,121	43
Kentucky	850	\$75,937	\$141,997	429
Louisiana	82	\$7,214	\$3,948	76
Maryland	72	\$5,816	\$24,637	259
Michigan	548	\$51,454	\$70,477	489
Mississippi	232	\$20,698	\$35,164	211

(A) Employment based on W-2's state of residence. Payroll figures are not included in purchases column.

(B) Total purchases includes any payments that were processed through NS' voucher A/P system (including capital items, rolling stock, joint facility, employee claims, legal fees, etc.) based on payment remittance address. Additional economic contributions for state and local taxes including state income, sales and use, franchise, and other miscellaneous taxes are also included. Payroll payments are not included.

* Excludes payments such as: Payments made to healthcare vendors; insurance payments to United Health Care, averaging \$30M per month; Vanguard contributions. NOTE: Excludes employees in the Shared Asset Area but includes all non-operating companies.

Additional economic contributions not reported above include over \$348M in state and local taxes which includes state income, sales and use, franchise, and other miscellaneous taxes.

NORFOLK SOUTHERN CORPORATION AND SUBSIDIARIES ECONOMIC CONTRIBUTIONS TO THE STATES, INCLUDING D.C., SERVED BY NORFOLK SOUTHERN CORPORATION 2024

\$ in thousands

State	Total Number of Employees Paid (A)	Total Payroll (A)	* Total Purchases & Other Payments (B)	Route Miles Operated (as of 12/31/2024)
Missouri	426	\$37,212	\$134,313	409
New Jersey	128	\$11,764	\$1,198,335	894
New York	358	\$33,415	\$180,586	855
North Carolina	892	\$84,691	\$398,524	1,122
Ohio	2,469	\$240,752	\$733,654	1,904
Pennsylvania	3,086	\$293,998	\$1,537,269	2,411
South Carolina	549	\$53,556	\$53,588	762
Tennessee	1,245	\$116,257	\$78,107	719
Virginia	2,313	\$222,665	\$202,732	1,989
West Virginia	608	\$56,666	\$7,764	618
All Other	80	\$11,715	\$1,550,961	4
Total	23,651	\$2,336,047	\$8,718,861	19,154

(A) Employment based on W-2's state of residence. Payroll figures are not included in purchases column.

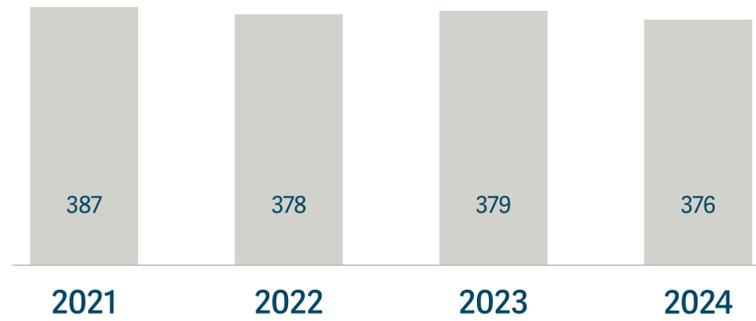
(B) Total purchases includes any payments that were processed through NS' voucher A/P system (including capital items, rolling stock, joint facility, employee claims, legal fees, etc.) based on payment remittance address. Additional economic contributions for state and local taxes including state income, sales and use, franchise, and other miscellaneous taxes are also included. Payroll payments are not included.

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Additional economic contributions not reported above include over \$348M in state and local taxes which includes state income, sales and use, franchise, and other miscellaneous taxes.

LOCOMOTIVE DIESEL FUEL USE

in millions of gallons



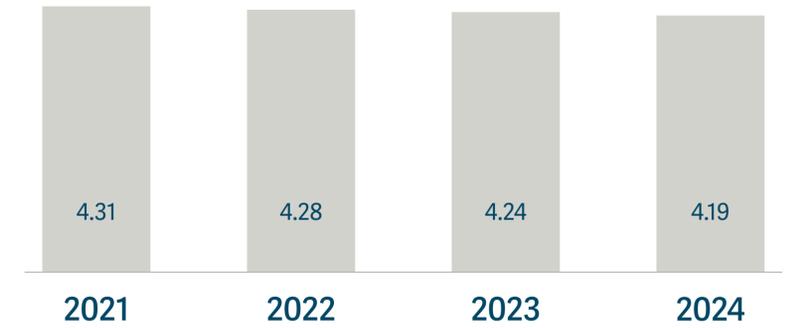
2024 GHG EMISSIONS

CO₂ equivalent in metric tons

	SCOPE 1*	SCOPE 2	SCOPE 3
CO ₂	4,018,797	135,681	136,295
CH ₄	9,283	290	71
N ₂ O	26,031	387	793
CO ₂ e	20		1,636,214**
Total	4,054,131	136,358	1,773,373

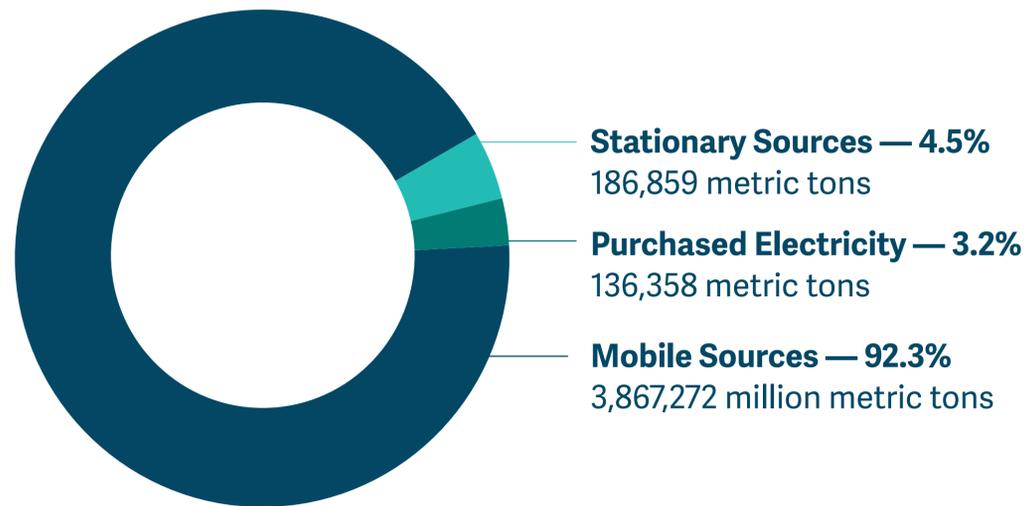
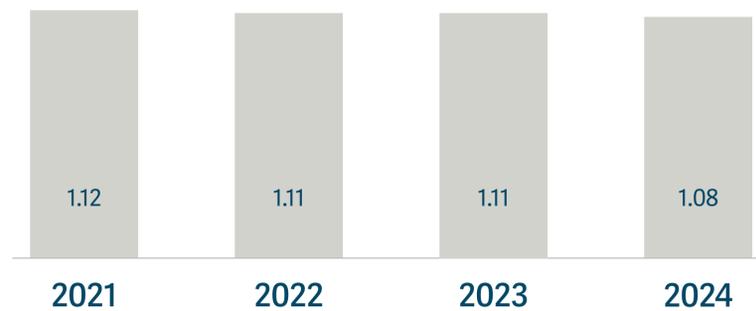
ABSOLUTE GHG EMISSIONS

total Scope 1 + Scope 2 CO₂ equivalents in million metric tons



FUEL EFFICIENCY

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



GHG EMISSIONS INTENSITY

CO₂ equivalents per million gross ton-miles
Values exclude emissions from biofuels



* Scope 1 emissions exclude 85,593 metric tons of direct CO₂ emissions from the use of biofuels.

** 100,538 metric tons CO₂e are emissions related to waste generated in operations. The total CO₂ and N₂O emissions breakdown for this category is not available because emissions for waste constitute only methane emissions and emission factors for waste are not broken down per GHG type. 970,915 metric tons CO₂e are emissions related to the well to tank (upstream) portion of scope 1 fuel use and a breakdown for this category is not available because emission factors are provided in kg of CO₂e per liter and therefore a breakdown per GHG type is unavailable. 564,761 metric tons CO₂e are related to purchased goods and services emissions as well as capital goods emissions. Constituent gas breakdowns for purchased goods and services and capital goods are not available due to spend-based emissions factors being used in kgCO₂e/USD.

2024 WASTE SCORECARD

Summary*	Tons**	Materials Used or Recycled	Tons**	Battery Recycling	Tons**	Other Recovered Materials	Tons**
Waste Generated	451,477	Crossties for Energy	100,707	Lead Acid	61	Fluorescent Light Bulbs	3
Waste to Landfill	52,486	Mixed Scrap Metal/Steel	251,339	Nickel-cadmium	40	Solvent Recovery/Paint Recycle	502
Waste Diverted	398,984	Reclaimed Used Oil/Grease	5,546	GNB Absolyte	204		
RCRA Hazardous Waste	68,290	Recycled Trash/Cardboard	176	Others	3		
Total Waste Diverted from Landfill	88%						

ENERGY SCORECARD

2024	362 million kilowatt hours
2023	359 million kilowatt hours
2022	366 million kilowatt hours
2021	363 million kilowatt hours

ELECTRICITY COST

2024	\$49.4 million
2023	\$45.9 million
2022	\$44.7 million
2021	\$40.5 million

WATER USAGE

2024	671.4 million gallons
2023	608.3 million gallons
2022	495.7 million gallons
2021	552.4 million gallons

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

** Numbers are rounded to the nearest U.S. ton.

EMPLOYEE SAFETY SNAPSHOT

	2021	2022	2023	2024
Reportable Injuries*	230	197	223	232
Employees Who Lost Work Days Due to Injury	106	90	111	111
Reportable Injury Ratio per 200,000 Employee Hours	1.28	1.04	1.09	1.15
Work-related Fatalities	1	1	1	1
Fatality Rate**	0.000052	0.000052	0.000048	0.00005
Serious Injury Account***	24	9	37	25
Ratio	0.13	0.05	0.18	0.12

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

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

*** 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.

All safety, accident, and incident data on this page was current on the FRA website as of March 26, 2025.

FRA TRAIN ACCIDENTS

	2021	2022	2023	2024
Total Number	258	312	292	215
Incidents per Million Train Miles	3.73	4.5	3.95	2.98

HIGHWAY-RAIL GRADE-CROSSING INCIDENTS

	2021	2022	2023	2024
Injuries	84	91	95	86
Fatalities	25	27	31	24
Highway-Rail Incidents	358	322	350	354
Incidents per Million Train Miles	5.17	4.68	4.74	4.91

TRESPASSER INCIDENTS

	2021	2022	2023	2024
Injuries	59	59	35	50
Fatalities	64	52	62	77
Incidents per Million Train Miles	1.78	1.61	1.31	1.72

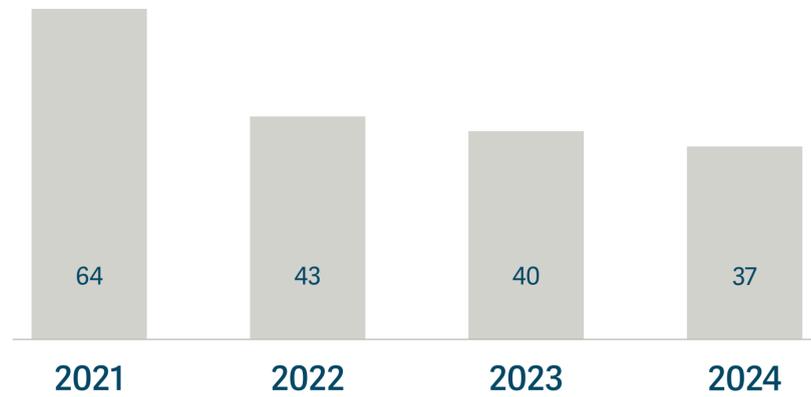
FRA MAINLINE ACCIDENTS

	2021	2022	2023	2024
Total Number	51	57	41	25
Incidents per Million Train Miles	0.83	0.93	0.62	0.4

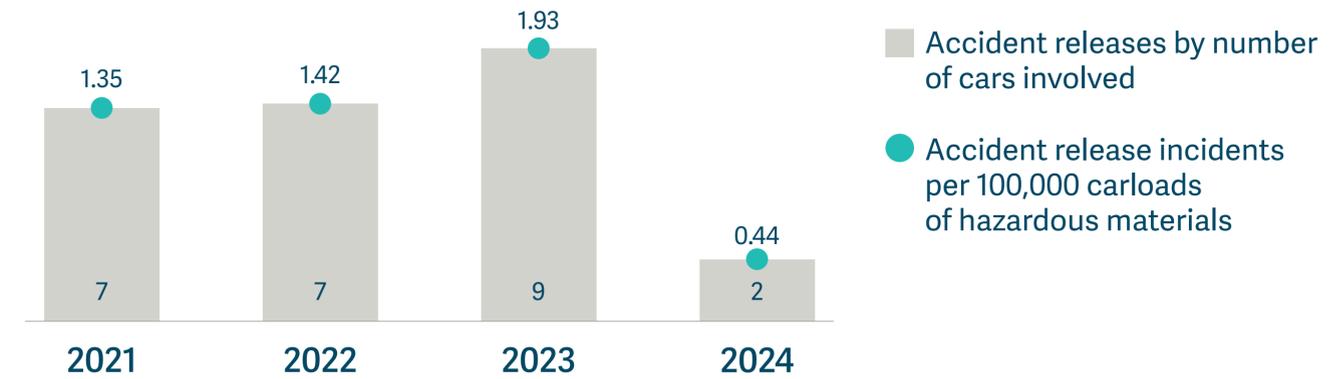
Mainline refers to that portion of the track that connects stations (other than auxiliary track) on which trains operate.

TOTAL REPORTABLE HAZMAT INCIDENTS

includes accident and non-accident releases

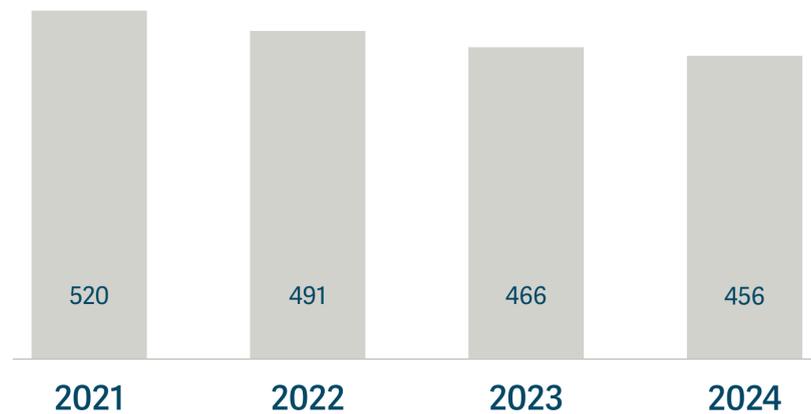


HAZMAT ACCIDENT RELEASES

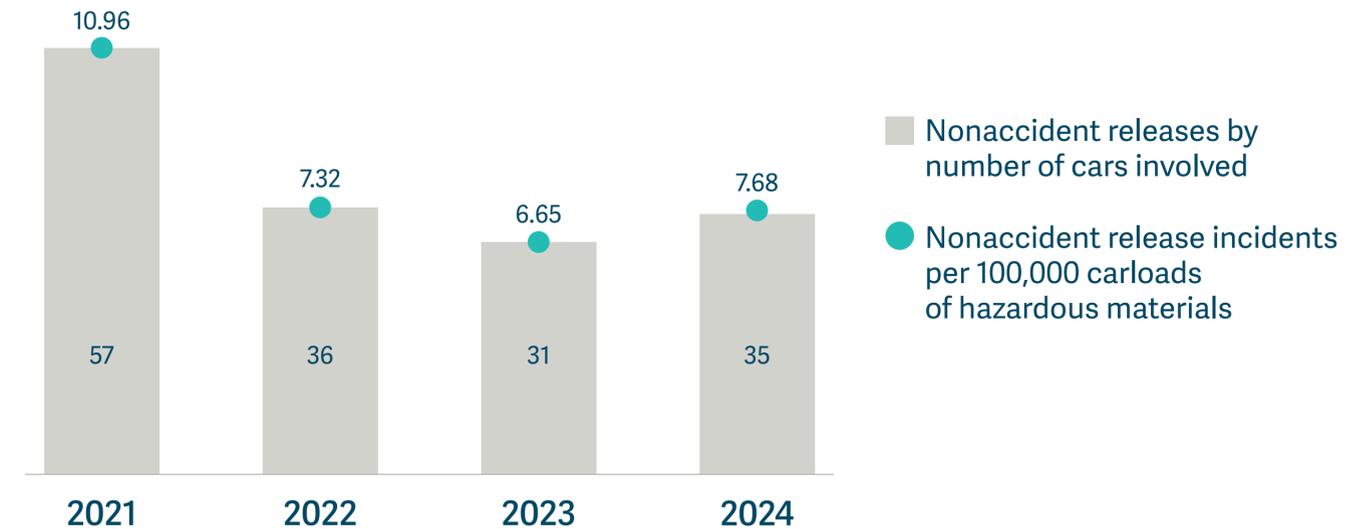


CARLOADS OF REGULATED HAZARDOUS MATERIAL

carloads in thousands



HAZMAT NON-ACCIDENT RELEASES



WORKFORCE DEMOGRAPHICS AS OF 12/31/2024

Craft (unionized) workforce		
Female	571	3.7%
Male	15,023	96.3%
Total	15,594	100%

Management workforce		
Female	846	21.6%
Male	3,076	78.4%
Total	3,922	100%

Senior management		
Female	6	21%
Male	22	79%
Total	28	100%

Age under 30	2,051	13.2%
30 to 50	8,755	56.1%
Over 50	4,788	30.7%
Total	15,594	100%

Age under 30	434	11.1%
30 to 50	2,475	63.1%
Over 50	1,013	25.8%
Total	3,922	100%

Age under 30	—	—
30 to 50	17	61%
Over 50	11	39%
Total	28	100%

White	12,497	80.1%
Black or African American	2,407	15.4%
Hispanic/Latino	335	2.1%
Asian	118	0.8%
Other	237	1.5%
Total	15,594	100%

White	2,735	69.7%
Black or African American	775	19.8%
Hispanic/Latino	127	3.2%
Asian	208	5.3%
Other	77	2.0%
Total	3,922	100%

White	23	82%
Black or African American	2	7%
Hispanic/Latino	—	—
Asian	2	7%
Other	1	4%
Total	28	100%

In addition to the workforce demographics disclosed above, we published our annual EEO-1 report, available at <https://www.norfolksouthern.com/en/equal-employment-opportunity>, 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.

VETERAN INFORMATION AS OF 12/31/2024

Workforce	2,088	11%	New Hire	332	25%
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NEW HIRES AS OF 12/31/2024

Craft (unionized) workforce		
Female	63	5.2%
Male	1,159	94.8%
Total	1,222	100%

Management workforce		
Female	33	26%
Male	93	74%
Total	126	100%

Age under 30	554	45.3%
30 to 50	597	48.9%
Over 50	71	5.8%
Total	1,222	100%

Age under 30	44	34.9%
30 to 50	64	50.8%
Over 50	18	14.3%
Total	126	100%

White	673	55.1%
Black or African American	430	35.2%
Hispanic/Latino	54	4.4%
Asian	22	1.8%
Other	43	3.5%
Total	1,222	100%

White	68	54%
Black or African American	33	26.2%
Hispanic/Latino	8	6.3%
Asian	12	9.5%
Other	5	4%
Total	126	100%

2024 EMPLOYEES WHO LEFT* AS OF 12/31/2024

Craft (unionized) workforce		
Female	153	7.7%
Male	1,834	92.3%
Total	1,987	100%

Management workforce		
Female	166	26%
Male	483	74%
Total	649	100%

Age under 30	515	25.9%
30 to 50	960	48.3%
Over 50	512	25.8%
Total	1,987	100%

Age under 30	93	14.3%
30 to 50	266	41%
Over 50	290	44.7%
Total	649	100%

White	1,135	57.1%
Black or African American	699	35.2%
Hispanic/Latino	67	3.4%
Asian	30	1.5%
Other	56	2.8%
Total	1,987	100%

White	395	60.9%
Black or African American	177	27.3%
Hispanic/Latino	23	3.5%
Asian	37	5.7%
Other	17	2.6%
Total	649	100%

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

FOUNDATION AND CORPORATE GIVING

	2021	2022	2023	2024
Total Foundation	\$3,678,008	\$2,037,964	\$7,452,070	\$4,318,992
Total Corporate Giving	\$4,242,180	\$6,873,672	\$10,209,173	\$13,438,142
Good Government Fund Matches	\$667,703	\$590,173	\$531,985	\$546,555
Total	\$8,587,891	\$9,501,809	\$18,193,228	\$18,303,689

CORPORATE GIVING GRANT PROGRAMS BY FOCUS AREA

Safety	\$2,243,568
Workforce Development	\$617,500
Sustainability	\$157,000
Thriving Communities	\$3,350,250
Total	\$6,368,318

EMPLOYEE IMPACTS

Employee Donations	\$718,407
Norfolk Southern Matches	\$720,552
Dollars for Doers	\$10,300
Total	\$1,449,259

EMPLOYEE VOLUNTEERISM

Volunteer Hours	4,035
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GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI STANDARD	DISCLOSURE	RESPONSE/INFORMATION LOCATION
GRI 2: GENERAL DISCLOSURES	The organization and its reporting in reference to GRI requirements	
	2-1 Organizational details	<ul style="list-style-type: none"> a. Norfolk Southern Corporation b. 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." c. Atlanta, GA d. 2024 Annual Report - Form 10-K (p. K3-K4)
	2-2 Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> a. 2024 Annual Report - Form 10-K (p. K3) b. 2024 Annual Report - Form 10-K (p. K3) c. Data Scorecard; 2024 CDP Response; and 2024 Annual Report - Form 10-K (p. K3)
	2-3 Reporting period, frequency, and contact point	<ul style="list-style-type: none"> a. About this Report b. About this Report c. June 30, 2025 d. Corporate Communications Department, media.relations@nscorp.com
	2-4 Restatements of information	<ul style="list-style-type: none"> a. No restatements reported for 2024.
	2-5 External assurance	<ul style="list-style-type: none"> b. Statement of Greenhouse Gas Emissions
	Activities and workers	
	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> a. 2024 Annual Report - Form 10-K (p. K3-K6) b. 2024 Annual Report - Financial Highlights; Data Scorecard c. 2024 Annual Report - Form 10-K: Appendix A d. 2024 Annual Report (p. 1-4)
	2-7 Employees	Data Scorecard
	2-8 Workers who are not employees	Data Scorecard
	Governance	
	2-9 Governance structure and composition	<ul style="list-style-type: none"> a. Governance and Risk Management and 2025 Proxy Statement (p. 27-33) b. Governance and Risk Management and 2025 Proxy Statement (p. 27-33) c. 2025 Proxy Statement (p. 10-34)
	2-10 Nomination and selection of the highest governance body	<ul style="list-style-type: none"> a. 2025 Proxy Statement (p. 10-34) and Corporate Governance Guidelines b. 2025 Proxy Statement (p. 10-34) and Corporate Governance Guidelines
	2-11 Chair of the highest governance body	<ul style="list-style-type: none"> a. 2025 Proxy Statement (p. 10-42) b. 2025 Proxy Statement (p. 10-42)
	2-12 Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> a. Governance and Risk Management, 2025 Proxy Statement (p. 10-35), and Charter of the Governance and Nominating Committee b. Governance and Risk Management, 2025 Proxy Statement (p. 5, 35), Charter of the Governance and Nominating Committee, and 2024 CDP Response c. 2025 Proxy Statement (p. 34-35)
	2-13 Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> a. Governance and Risk Management and 2025 Proxy Statement (p. 27-33) b. 2024 CDP Response
	2-14 Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> a. This report was reviewed by the Company's Executive Leadership Team and provided to the Board of Directors before publication.
	2-15 Conflicts of interest	<ul style="list-style-type: none"> a. The Thoroughbred Code of Ethics (p. 19) and 2025 Proxy Statement (p. 7, 27, 36, 46, 63) b. The Thoroughbred Code of Ethics (p. 19) and 2025 Proxy Statement (p. 7, 27, 36, 46, 63)
	2-17 Collective knowledge of the highest governance body	<ul style="list-style-type: none"> a. 2025 Proxy Statement (p. 31-32, 36)

GRI 2: GENERAL DISCLOSURES	2-18 Evaluation of the performance of the highest governance body	a. 2025 Proxy Statement (p. 27-33) and Corporate Governance Guidelines b. 2025 Proxy Statement (p. 27-33) and Corporate Governance Guidelines c. 2025 Proxy Statement (p. 27-33) and Corporate Governance Guidelines
	2-19 Remuneration policies	a. 2025 Proxy Statement (p. 48-82) and Charter of the Compensation Committee b. 2025 Proxy Statement (p. 48-82) and Charter of the Compensation Committee
	2-20 Process to determine remuneration	a. 2025 Proxy Statement (p. 48-82) and Charter of the Compensation Committee b. 2025 Proxy Statement (p. 57-59)
	2-21 Annual total compensation ratio	a. 2025 Proxy Statement (p. 97-98) b. 2025 Proxy Statement (p. 97-98)
	Strategy, policies, and practices	
	2-22 Statement on sustainable development strategy	a. A Message from Our Executive Team
	2-23 Policy commitments	a. Business Ethics, The Thoroughbred Code of Ethics b. Business Ethics, The Thoroughbred Code of Ethics (p. 38-39) c. https://code.nscorp.com/ d. The Thoroughbred Code of Ethics (p. 43) e. The Thoroughbred Code of Ethics (p. 5) f. Business Ethics
	2-24 Embedding policy commitments	a. Business Ethics, The Thoroughbred Code of Ethics
	2-26 Mechanisms for seeking advice and raising concerns	The Thoroughbred Code of Ethics (p. 5, 8, 42-43) and Ethics & Compliance Hotline
	2-28 Membership associations	a. Public Policy, Political Activity and Contributions
	2-29 Approach to stakeholder engagement	a. Double Materiality Assessment, Driving Clean Freight Priorities, Partnerships in Sustainability, Economic Impact and Performance, Delivering For Our Customers, Powering the Future of Rail, Reviving Our SPIRIT Values, Supporting Our Craft Employees, Fostering an Engaged Workforce, Strengthening Our Communities, Advancing a Culture of Safety, Public Policy, Business Ethics, 2025 Proxy Statement (p. 12-14) and 2024 Annual Report (p. 1)
	2-30 Collective bargaining agreements	a. 2024 Annual Report (p. K8, K14)
GRI 3: MATERIAL TOPICS	3-1 Process to determine material topics	Double Materiality Assessment
	3-2 List of material topics	Double Materiality Assessment
GRI TOPIC STANDARDS	GRI 201: Economic Performance	
	201-1 Direct economic value generated and distributed	2024 Annual Report – Financial Highlights and Data Scorecard
	201-2 Financial implications and other risks and opportunities due to climate change	2024 Annual Report (p. K18), 2024 CDP Response
	GRI 207: Tax Transparency	
	207-4 Country-by-country reporting	2024 Annual Report – Financial Highlights and Data Scorecard
	GRI 302: Energy	
	302-1 Energy consumption within the organization	2024 Annual Report – Financial Highlights and Data Scorecard
	302-3 Energy intensity	Data Scorecard and 2024 CDP Response
	302-4 Reduction of energy consumption	Our Climate Commitment, Locomotive Fuel Efficiency, Energy and Facilities, Data Scorecard, and 2024 CDP Response
	GRI 304: Biodiversity	
304-3 Habitats protected or restored	Restoring Nature and Biodiversity	

GRI TOPIC STANDARDS	GRI 305: Emissions	
	305-1 Direct GHG emissions (Scope 1)	Data Scorecard and 2024 CDP Response
	305-2 Indirect GHG emissions (Scope 2)	Data Scorecard and 2024 CDP Response
	305-3 Indirect GHG emissions (Scope 3)	Data Scorecard and 2024 CDP Response
	305-4 GHG emissions intensity ratio	Data Scorecard, 2024 CDP Response , Statement of Greenhouse Gas Emissions
	305-5 GHG reductions realized	Data Scorecard, 2024 CDP Response , Statement of Greenhouse Gas Emissions
	GRI 306: Waste	
	306-3 Waste generated	Data Scorecard
	306-4 Waste diverted from disposal	Energy and Facilities, Data Scorecard
	306-5 Waste directed to disposal	Data Scorecard
	GRI 401: Employment	
	401-1 New employee hires	Data Scorecard
	GRI 403: Occupational Health and Safety	
	403-3 Occupational health services	Advancing a Culture of Safety, The Thoroughbred Code of Ethics (p. 13-16, 43)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Advancing a Culture of Safety, The Thoroughbred Code of Ethics (p. 13-16, 43)
	403-9 Work-related injuries	Data Scorecard
	GRI 405: Diversity and Equal Opportunity	
	405-1 Diversity of employees	Fostering an Engaged Workforce, Data Scorecard
	GRI 413: Local Communities	
	413-1 Operations with local community engagement, impact assessments, and development programs	Double Materiality Assessment, Economic Impact and Performance, Powering the Future of Rail, Strengthening Our Communities, Advancing a Culture of Safety, and Data Scorecard
413-2 Operations with significant actual and potential negative impacts on local communities	Double Materiality Assessment, Powering the Future of Rail, Strengthening Our Communities, Advancing a Culture of Safety, and Data Scorecard	
GRI 418: Customer Privacy		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Business Ethics. No material customer data breaches were recorded in 2024.	

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS

TOPIC	CODE	ACCOUNTING METRIC	RESPONSE/INFORMATION LOCATION
GREENHOUSE GAS EMISSIONS	TR-RA-110a.1	Gross global Scope 1 emissions	Data Scorecard, Statement of Greenhouse Gas Emissions
	TR-RA-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, reduction targets, and an analysis of performance against those targets	Our Climate Commitment, Locomotive Fuel Efficiency, Data Scorecard, 2024 CDP Response , Climate Transition Plan , Statement of Greenhouse Gas Emissions
	TR-RA-110a.3	Total fuel consumed, percentage renewable	Data Scorecard, 2024 CDP Response , Statement of Greenhouse Gas Emissions
AIR QUALITY	TR-RA-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O) and (2) particulate matter (PM10)	(1) t NOx = 33,910 metric tons (2) t PM10 = 934 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)	Data Scorecard. A NMFR and contractor rates are currently not available for reporting.
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 2024.
ACCIDENT AND SAFETY MANAGEMENT	TR-RA-540a.1	Number of accidents and incidents	Data Scorecard
	TR-RA-540a.2	Number of (1) accident releases and (2) non-accident releases (NARs)	Data Scorecard
	TR-RA-540a.3	Number of Federal Railroad Administration (FRA) Recommended Violation Defects	Data Scorecard
	TR-RA-540a.4	Frequency of internal railway integrity inspections	2 inspections per week*

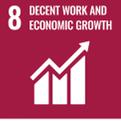
ACTIVITY METRICS

CODE	METRIC	RESPONSE/INFORMATION LOCATION
TR-RA-000.A	Number of carloads transported	2024 Annual Report – Form 10-K (p. K5 – K6)
TR-RA-000.B	Number of intermodal units transported	2024 Annual Report – Form 10-K (p. K5)
TR-RA-000.C	Track miles	Data Scorecard and 2024 Annual Report – Form 10-K (p. K5)
TR-RA-000.D	Revenue ton miles (RTMs)	2024 Annual Report – Form 10-K (p. K5)
TR-RA-000.E	Number of employees	Data Scorecard

* (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.)

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

RECOMMENDED DISCLOSURES	RESPONSE/INFORMATION LOCATION
1. Governance	
a. Describe the Board's oversight of climate-related risks and opportunities	Governance and Risk Management, 2025 Proxy Statement (p. 14-41), Charter of the Governance and Nominating Committee , 2024 CDP Response (C4.1), Climate Transition Plan
b. Describe management's role in assessing and managing climate related risks and opportunities	Double Materiality Assessment, Governance and Risk Management, Climate Change Scenario Analysis, 2025 Proxy Statement (p. 3, 36), Charter of the Governance and Nominating Committee , 2024 CDP Response (C4.3), Climate Transition Plan
2. Strategy	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Double Materiality Assessment, 2024 CDP Response (C2.2, C3, and C3.6), Climate Transition Plan
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Governance and Risk Management, Double Materiality Assessment, 2025 Proxy Statement (p. 3, 36), Charter of the Governance and Nominating Committee , 2024 CDP Response (C3.6, C5.2, C5.3), Climate Transition Plan
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenarios.	Double Materiality Assessment, Governance and Risk Management, Climate Change Scenario Analysis, 2025 Proxy Statement (p. 3, 36), Charter of the Governance and Nominating Committee , 2024 CDP Response (C4.3), Climate Transition Plan
3. Risk Management	
a. Describe the organization's processes for identifying and assessing climate-related risks.	Double Materiality Assessment, Climate Change Scenario Analysis, 2024 CDP Response (C3.1 and C3.6), Climate Transition Plan
b. Describe the organization's processes for managing climate-related risks.	2024 CDP Response (C3.1 and C3.6), Climate Transition Plan
c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2024 CDP Response (C3.1 and C3.6), Climate Transition Plan
4. Metrics and Targets	
a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Change Scenario Analysis, 2024 CDP Response (C7, C53.2 and C5.5), Climate Transition Plan
b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Data Scorecard, 2024 CDP Response (C7), Climate Transition Plan , Statement of Greenhouse Gas Emissions
c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Our Climate Commitment, 2024 CDP Response (C7.53.2), Climate Transition Plan , Statement of Greenhouse Gas Emissions

SUSTAINABLE DEVELOPMENT GOALS	ALIGNMENT
<p>The United Nations' 17 Sustainable Development Goals (UN SDGs) is the global framework for driving progress toward a more sustainable future. Norfolk Southern is contributing to this urgent call to action throughout our business operations and activities as noted below.</p>	
 <p>Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>Fostering an Engaged Workforce Strengthening Our Communities</p>
 <p>Gender Equality Achieve gender equality and empower all women and girls</p>	<p>Fostering an Engaged Workforce Strengthening Our Communities The Thoroughbred Code of Ethics Proxy Statement Annual Report</p>
 <p>Affordable and Clean Energy Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p>Locomotive Fuel Efficiency Energy and Facilities Driving Clean Freight Priorities CDP Response Climate Transition Plan</p>
 <p>Decent Work and Economic Growth Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Fostering an Engaged Workforce Strengthening Our Communities Infrastructure Investments, Improvements, and Repairs Supporting Our Craft Employees Fostering an Engaged Workforce The Thoroughbred Code of Ethics Annual Report Proxy Statement</p>
 <p>Industry, Innovation, and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>Infrastructure Investments, Improvements, and Repairs Strengthening Our Communities Annual Report</p>
 <p>Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient, and sustainable</p>	<p>Strengthening Our Communities Infrastructure Investments, Improvements, and Repairs Advancing a Culture of Safety Annual Report The Thoroughbred Code of Ethics</p>
 <p>Responsible Consumption and Production Ensure sustainable consumption and production patterns</p>	<p>Strengthening Our Communities CDP Response</p>
 <p>Climate Action Take urgent action to combat climate change and its impacts</p>	<p>Our Climate Commitment Locomotive Fuel Efficiency Energy and Facilities Driving Clean Freight Priorities Restoring Nature and Biodiversity Climate Transition Plan CDP Response ESG Report - Data Scorecard</p>
 <p>Life on Land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>	<p>Restoring Nature and Biodiversity Climate Transition Plan CDP Response</p>