

Robert E. Martínez

Norfolk Southern Corporation

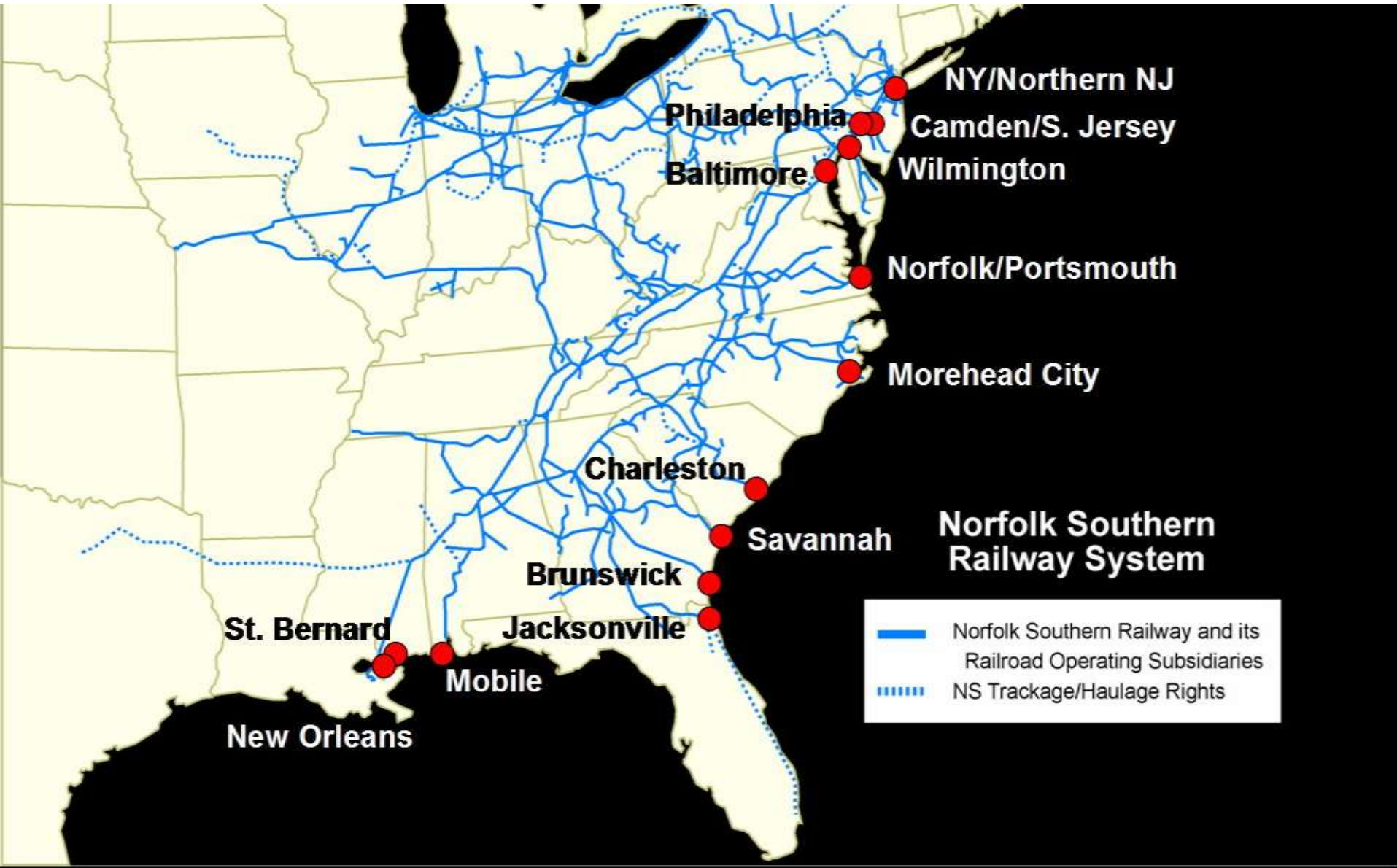


Tampa, Florida
February 2, 2011



Norfolk Southern's
Rail Network

Seaports served by NS





Des Moines

Kansas City

Dallas

CANADA

Waterville

Rouses Point

Albany

Binghamton

Buffalo

Detroit

Erie

Ashtabula

Cleveland

Chicago

Burns Harbor

Monroe

Toledo

Allentown

New York

Northern New Jersey

Philadelphia

Wilmington

Baltimore

Pittsburgh

Harrisburg

Front Royal

Manassas

Naples

Granite City, IL

St. Louis

Cincinnati

Jeffersonville, IN

Louisville

Portsmouth, OH

Charleston

Roanoke

Richmond

Norfolk

Portsmouth

Morehead City

Memphis

Knoxville

Asheville

Winston-Salem

Raleigh

Chattanooga

Charlotte

Columbia

New Orleans

St. Bernard

Braithwaite

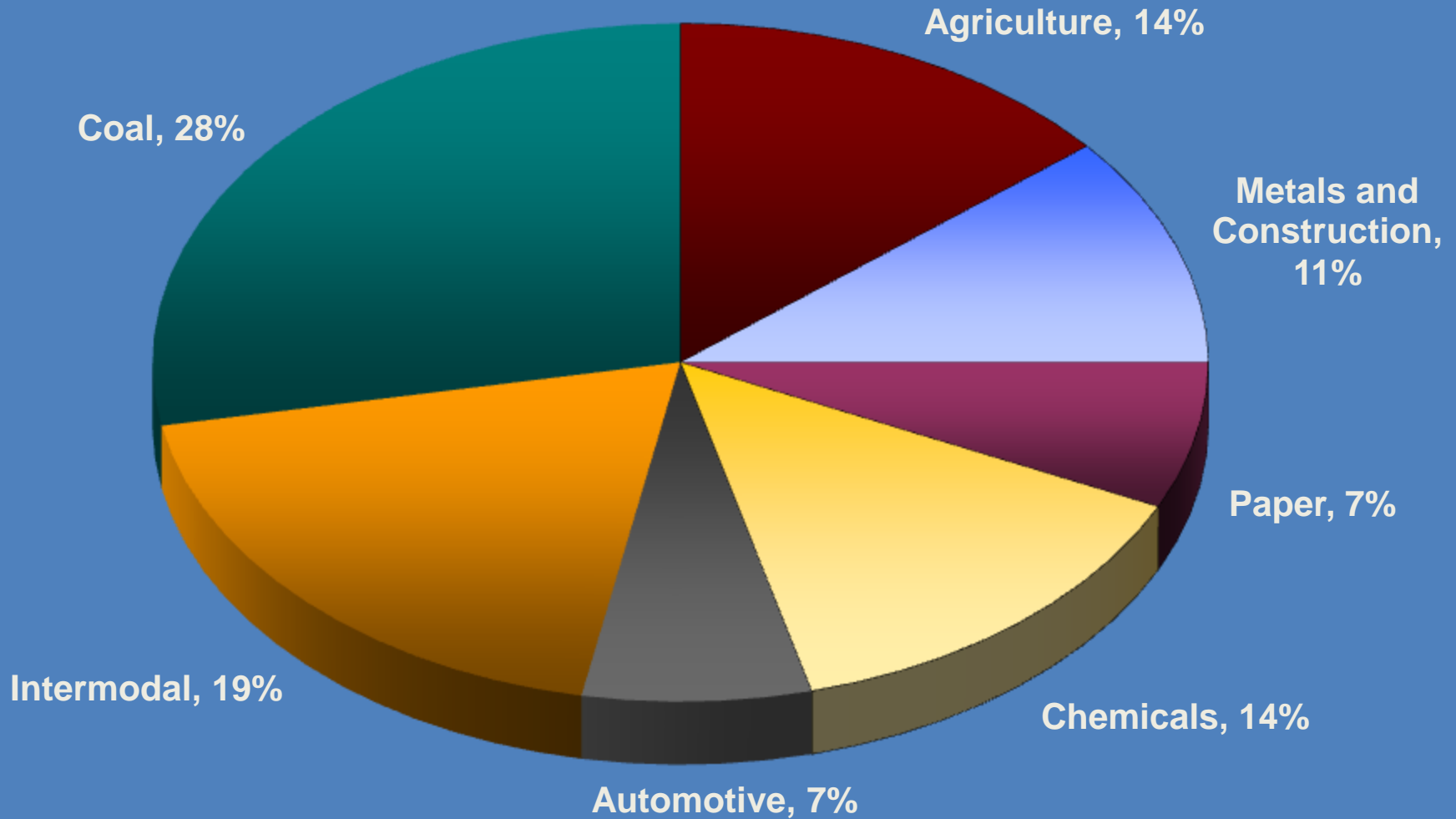
Mobile

Panama City

Palatka

To Miami

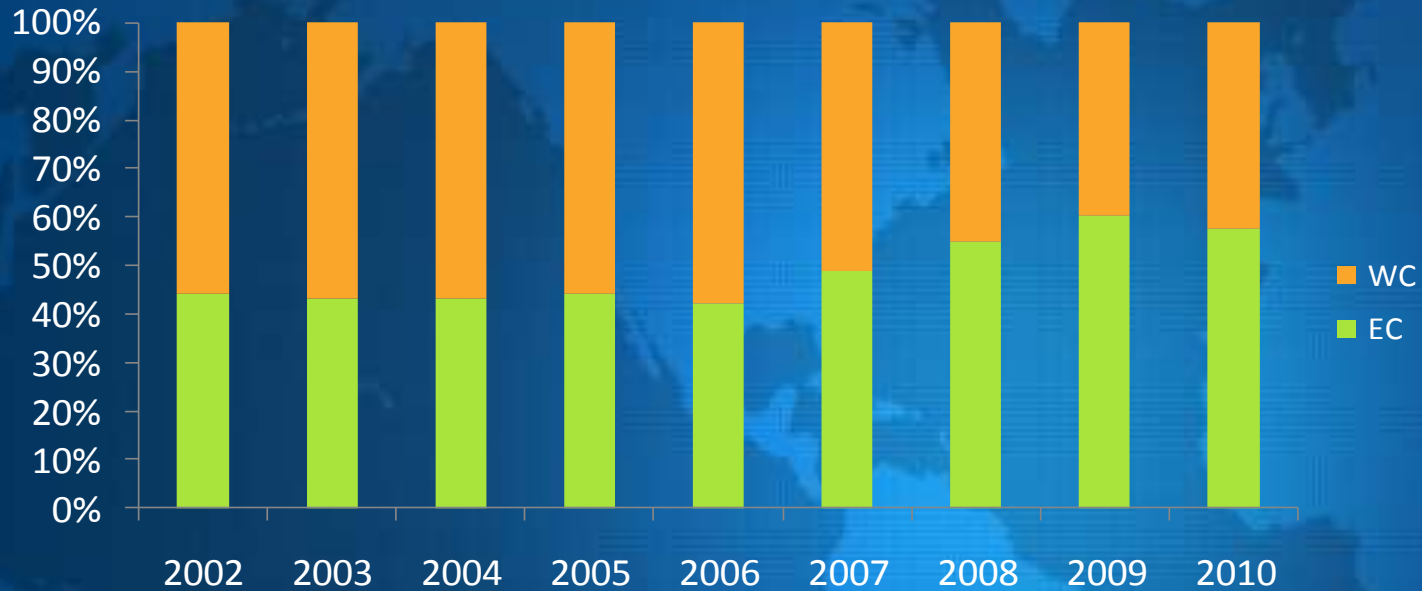
2010 Revenue Mix







NS International Volume Flows



NS International
Traffic with a West
Coast Focus

2006: 58%

2007: 51%

2008: 45%

2009: 40%

2010: 42%

NS International
Traffic with an East
Coast Focus

2006: 42%

2007: 49%

2008: 55%

2009: 60%

2010: 58%



PanAm Southern Corridor

Mechanicville
Ayer

Premier Route

Bethlehem
NY/NJ
Philadelphia
Harrisburg

Heartland Corridor

Detroit
Chicago
Cincinnati
Columbus
Pritchard
Roanoke
Lynchburg
Norfolk

MidAmerica Corridor

Memphis
Corinth

Crescent Corridor

Birmingham
Atlanta
Charlotte

Meridian Speedway

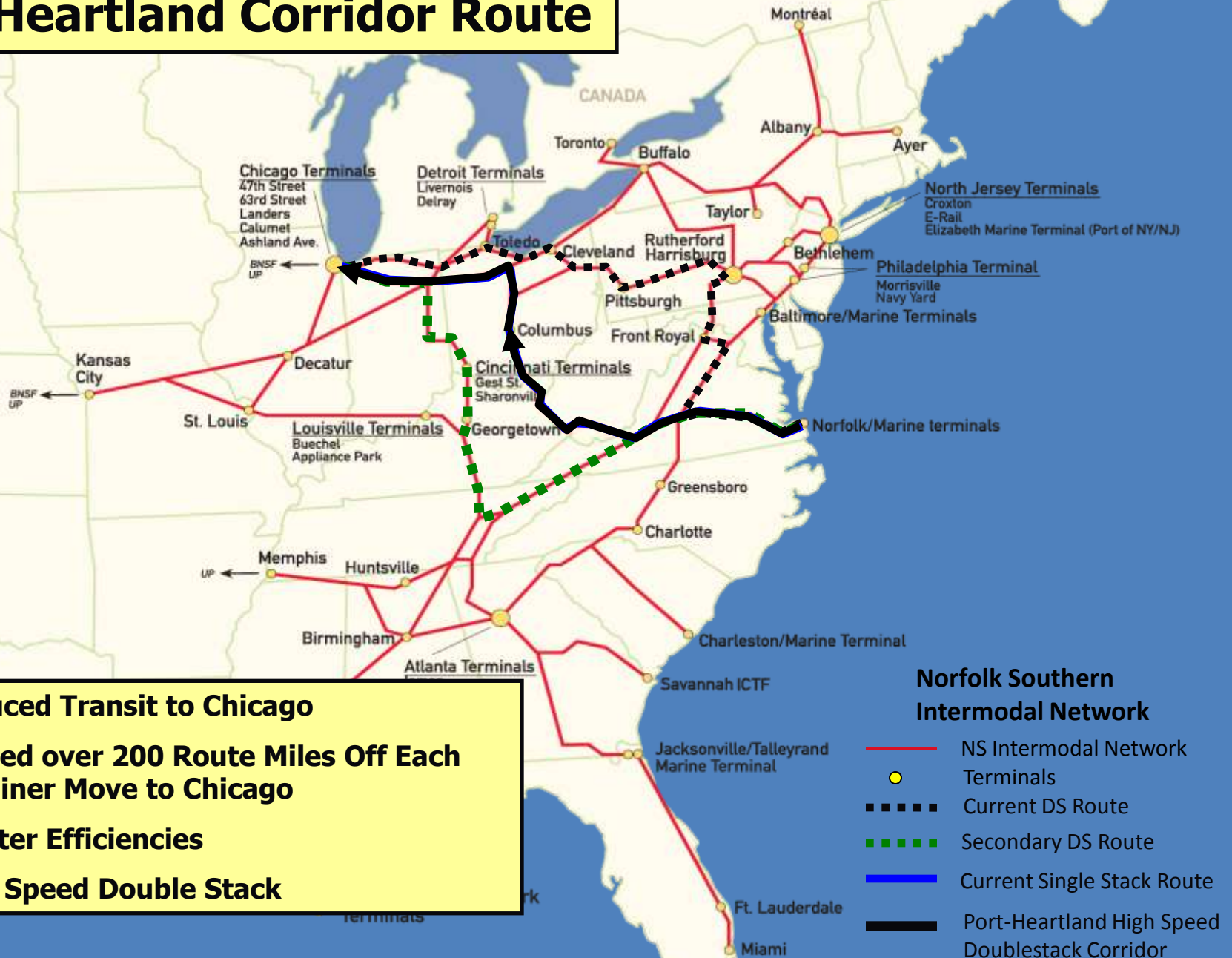
Shreveport
Meridian

Titusville

Jacksonville
Titusville

Intermodal Corridor Strategy
Includes joint ventures with other carriers

Heartland Corridor Route



- Reduced Transit to Chicago
- Shaved over 200 Route Miles Off Each Container Move to Chicago
- Greater Efficiencies
- High Speed Double Stack





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EXIT 120

TO
WEST NORTH NORTH EAST
40 85 29 70
Greensboro
1/2 MILE
EXIT ONLY

EXIT 119

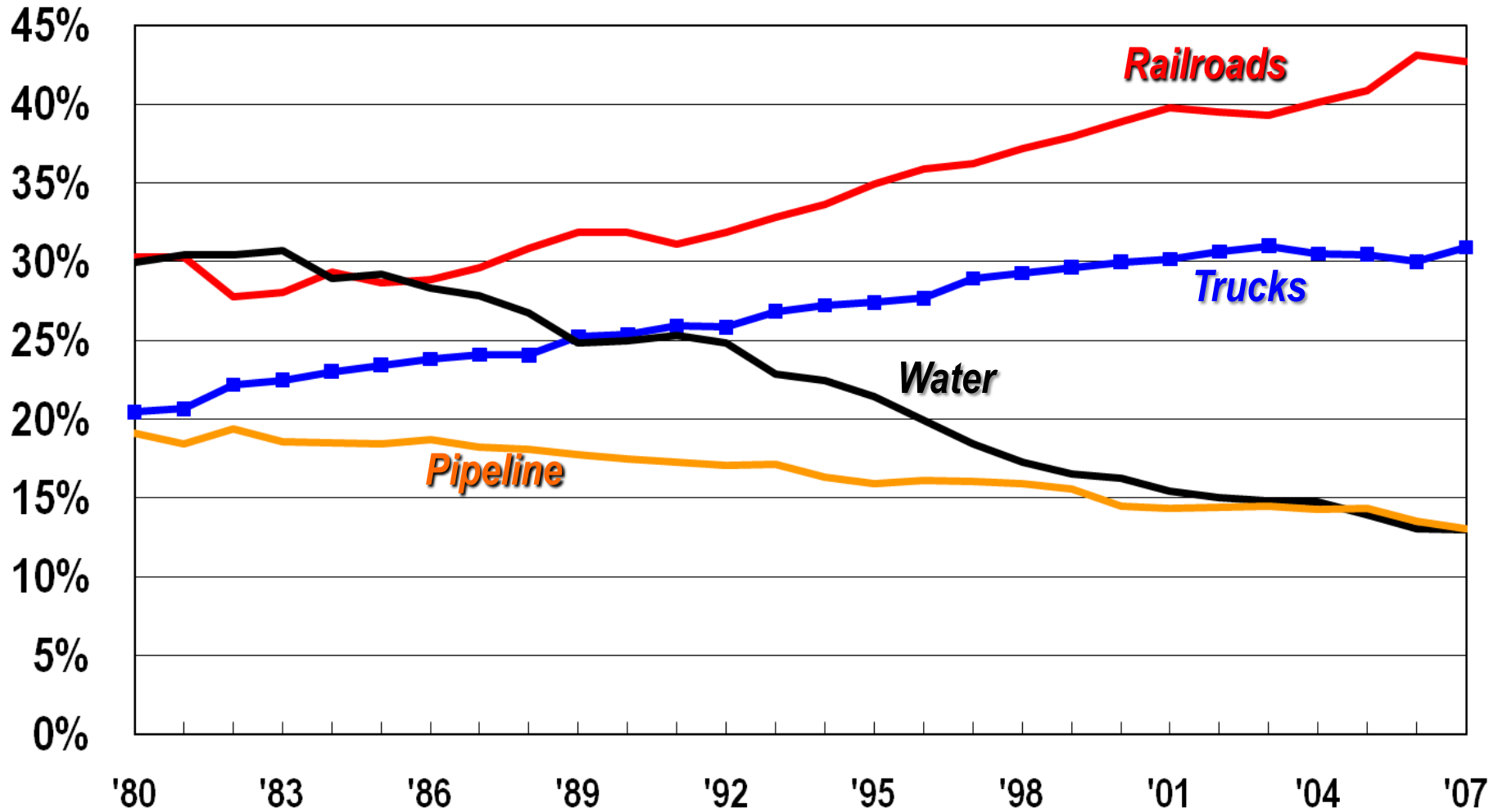
Groometown Rd
TO Grandover Pkwy

One possible scenario

- A tighter fit to identified funds
- Re-definition of what constitutes “the federal interest”
 - Programmatic streamlining
- Devolution to the States
- Increased reliance on Public/Private

The Leader in Freight Transportation

(% of Ton-Miles)



Source: U.S. DOT

From Public Policy Perspective:

Two primary benefits of freight rail

- Role in Transportation
- Economic Development

From the Private Sector Perspective:

- We're a business
- Profit is a motivating factor—and this is a good thing
- We need to do transportation differently than how it's been done
 - A history of success
 - Every public/private will be different
 - Each will have individual corporate partners—all of whom are motivated by profit





Thank You