

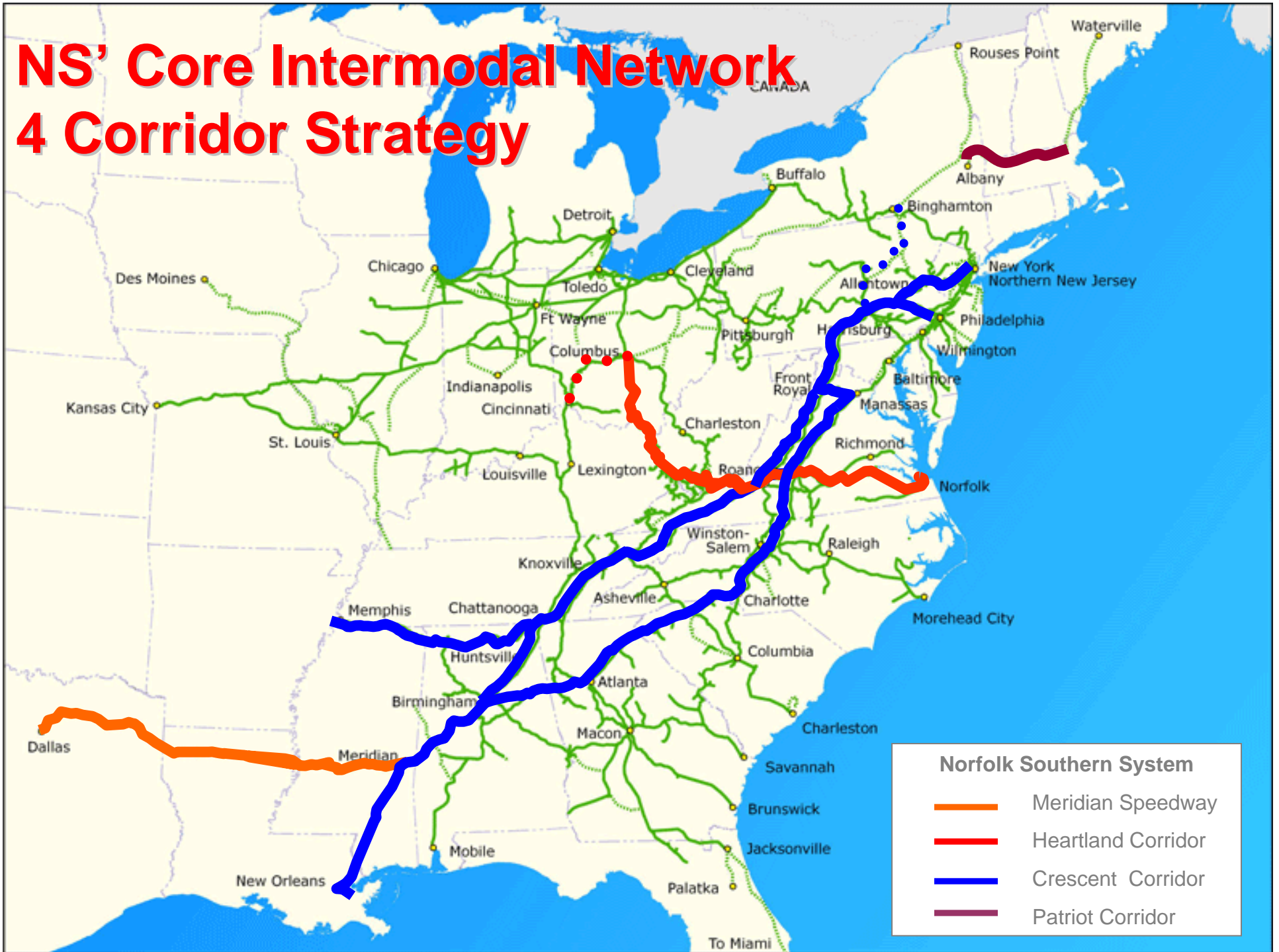
**Be the Safest, Most Customer-Focused and  
Successful Transportation Company in the World**



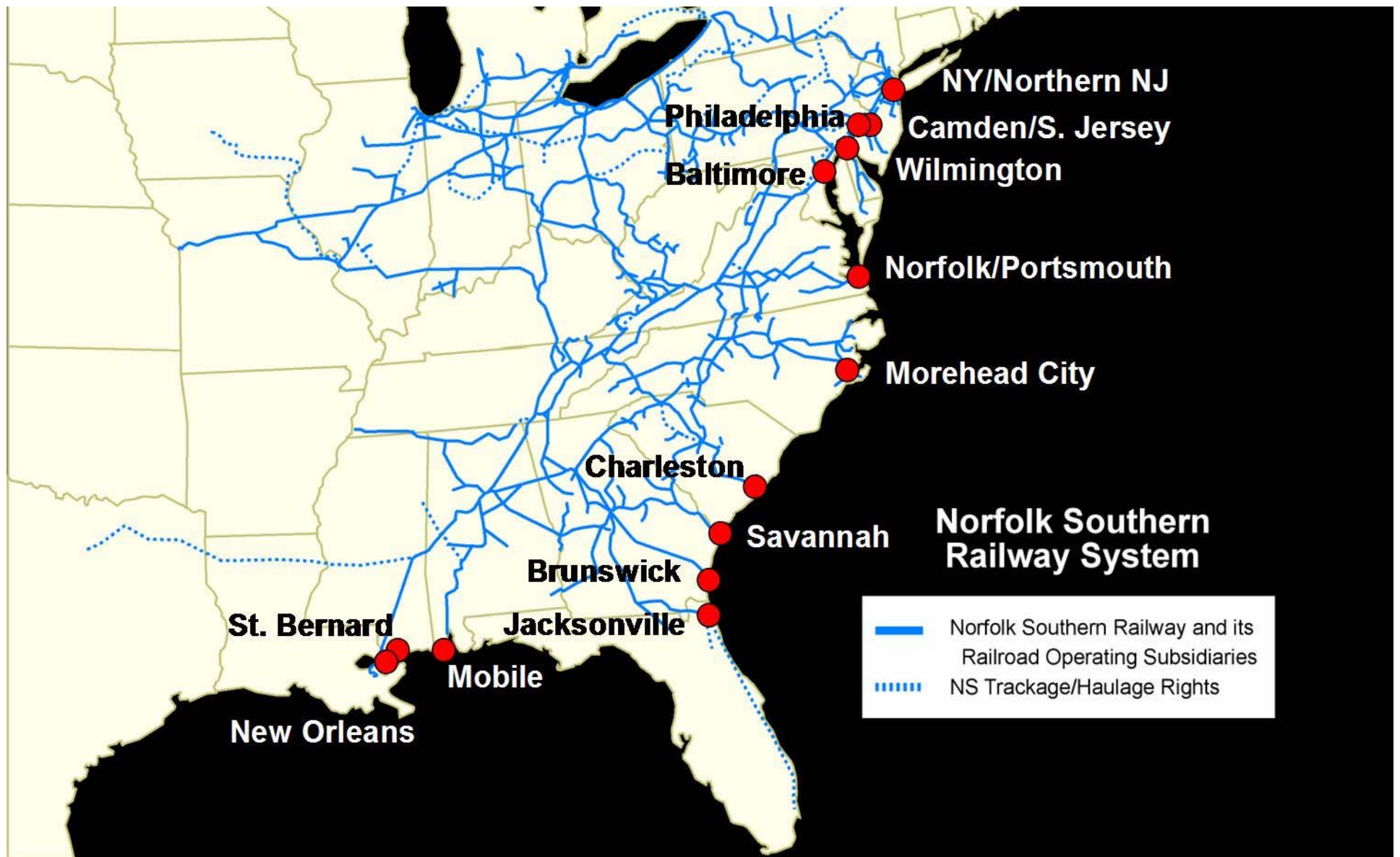
# NS Corporate Overview

- 8.6 million Shipments
- \$9.4 billion in Revenue
- 75.2% Operating Ratio
- 22,000 miles of track in 22 states, District of Columbia and Canada
- 31,400 employees
- 4,145 Locomotives
- 99,398 freight cars
- Fortune 500 Companies Corporate Rating for 2008: 276

# NS' Core Intermodal Network 4 Corridor Strategy



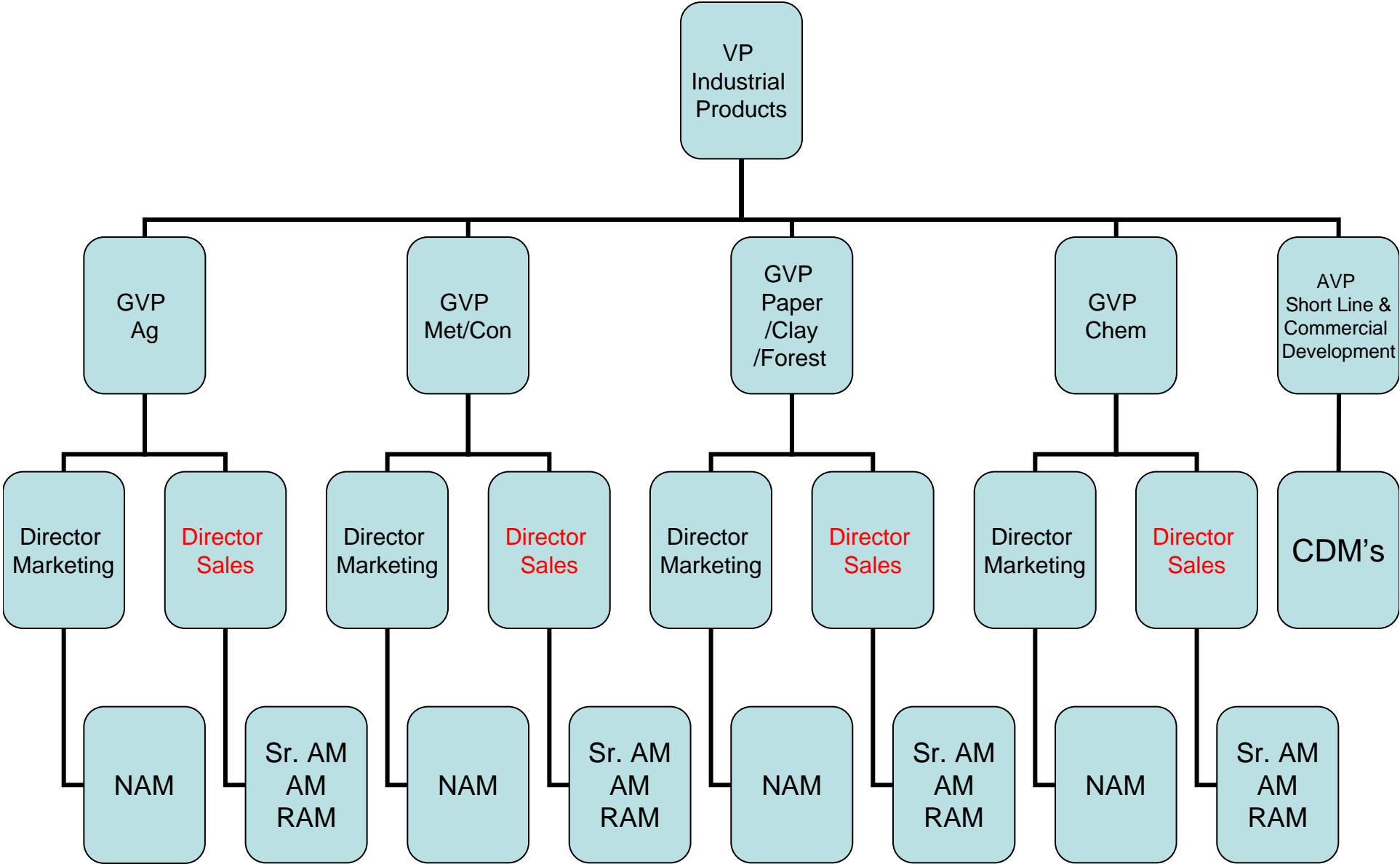
# NS Ports Served



# Norfolk Southern Railroad Business Groups

- Intermodal
- Coal
- Automotive
- Industrial Products
  - Ag
  - Chem
  - Met/con
  - Paper/Clay/Forest/Msw

# Industrial Products Org Chart



# Industrial Products Sales Roles

- **National Account Managers** - Revenue responsibility is included in one or two accounts of essentially the same “Commodity”. **Report to Marketing Directors.**
- **Sr. Account Managers** - Significant revenue responsibility but spread over several accounts. **Report to Sales Directors.**
- **Account Managers** - Lower revenue responsibility and spread over several accounts. **Report to Sales Directors.**
- **Account Managers with Regional jurisdiction** – Smaller accounts and spread over a geographical area. **Report to Sales Directors.**
- **Commercial Development Managers** - No assigned accounts. Focus on business development, particularly industries that traditionally do not use rail. **Report to Commercial Development AVP.**

# Definitions

- **Customers** - “Assigned” or “Unassigned”.
  - Assigned – SALES COVERAGE.
    - Accounts that control freight (Shipper)
    - significant revenue
    - expectation for growth..
  - Unassigned – NO SALES COVERAGE.
    - Any of the three
      - Do not control freight (Receiver)
      - No significant revenue
      - No expectation for growth
- **Accounts** - “Control” or “Non-Control”.
  - Control – Customer pays for the freight.
    - Shipper
  - Non-Control – Customer does not pay for the freight
    - Receiver

# Sales Director Territories



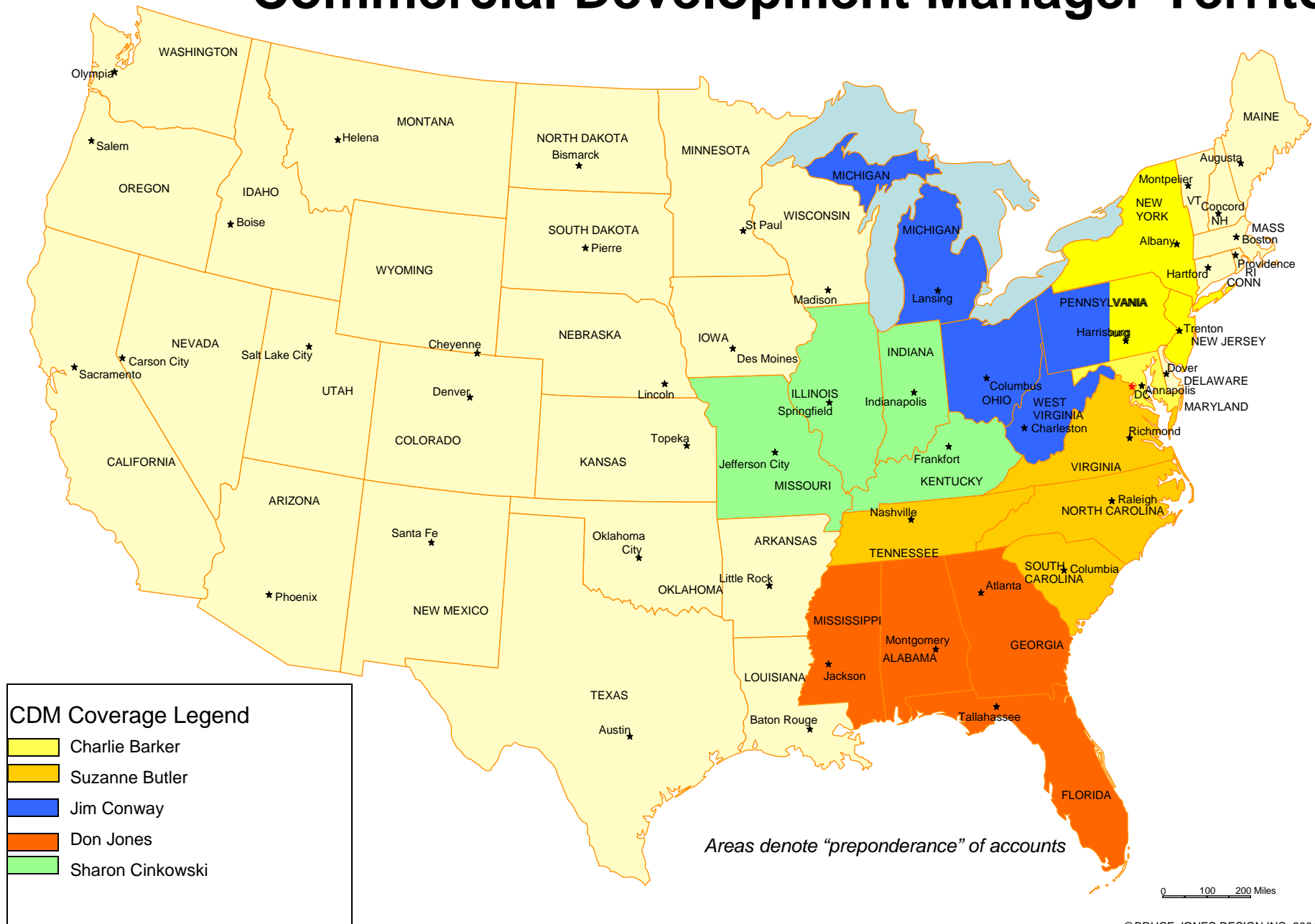
## Sales Director Coverage Legend

- Steve Blinn
- Joe Giuliano
- Tom Reese
- Bob Plain
- Dan Pratcher
- Bill Williams

# Account Manager (Regional) Territories



# Commercial Development Manager Territor



**CDM Coverage Legend**

- Charlie Barker
- Suzanne Butler
- Jim Conway
- Don Jones
- Sharon Cinkowski

*Areas denote "preponderance" of accounts*

0 100 200 Miles

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# Sales Focus

- Sales spending more time on Commercial Activities for Revenue Growth.
- Sales spending less time on ancillary/support activities.
- Represents a change on how Sales Organization responds to customers who do not control the freight, no significant revenue or growth,

NCSC

and

CYO

## **Norfolk Southern National Customer Service Center (NCSC)**

- **Central Yard Operations** (CYO): A 24/7 - 365 days call center that has daily contact with customers and coordinates customer work orders with local crew. Handles car orders and switching. For all local operational matters. **1-800-898-4296**
- **The National Customer Service Center**: NCSC functions include fielding inquiries from customers on car location, ETA, billing questions, procedural questions, analysis of lane performance or ongoing service issues, information on proper contacts within NS. **“Live voice”** available 7am to 7pm, Mon thru Fri and 7am to 3pm on Sat (closed Sun); after hours urgent calls are directed to CYO.  
**1-800-635-5768, option 3, option 4**



# NCSC

- Network Performance Monitoring
  - Lane Analysis
  - Embargoes
  - Service Alerts
- Customer Assistance
  - General Customer Assistance
  - Directing customers
- Special Handling
  - Ethanol
  - Military Shipments
  - Non-coal Unit Trains

# Network Performance Monitoring (NCSC)

- Lane Analysis
  - Origin of Data
  - Investigation
  - Findings
  - Trip Plan
  - Department Ownership
  - Follow-up

# Network Performance Monitoring (NCSC)

- Embargoes
  - Impact on Operations
  - Coordination
  - Permits
  - Error Queue
  - Resulting fluidity

# Network Performance (NCSC)

- Service Alerts
  - Force Majeure
    - Mudslides
    - Derailments
  - Holiday Plans
    - Revised Schedule of Operations
    - Customer Switching Requirements
    - Published for Internal Use Only

# NCSC Communication



NCSC Merchandise communicates with several groups to satisfy our customers' rail service needs. NCSC's primary responsibility is to monitor network performance and address over the road service issues.

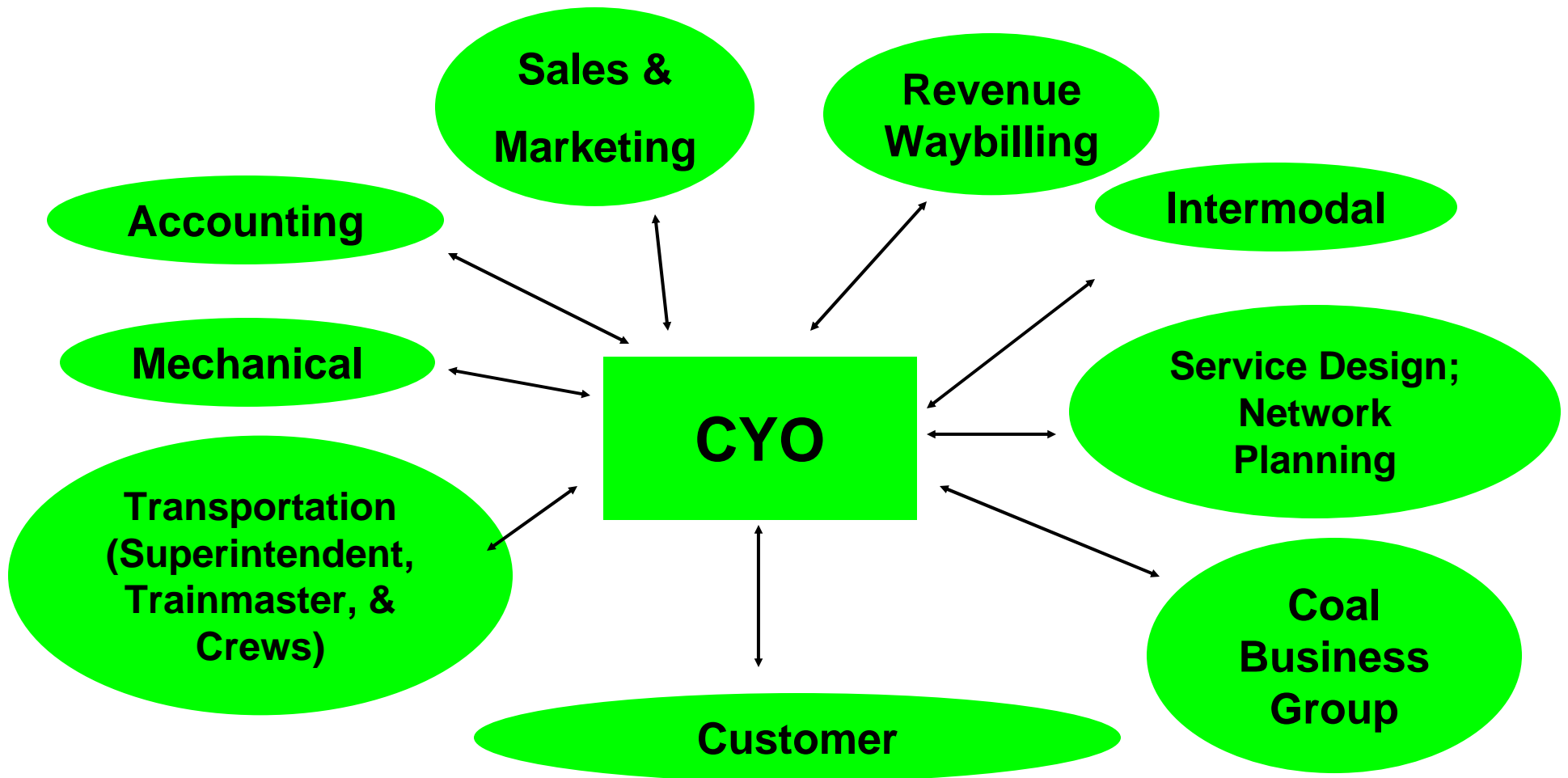
# Central Yard Operations (CYO)

- Local Performance Management
  - Setting up and maintaining Customer Profiles
  - Coordination of Customer orders
  - Processing and Executing Industry Work Orders
  - Train Reporting
- Local Performance Monitoring
  - LOPA
  - Switching Consistency
  - Train Consist Accuracy
- Assessing/Protecting Miscellaneous & Demurrage Charges

# CYO Miscellaneous Charges and Admin. Group Functions

- Switching
  - Intra-plant; intra-terminal
- Overload and imbalance
- Cash Holds
- Rejected Loads
- Refrigeration
- Turnover – Destination and Originating

# CYO Communication



CYO communicates with various internal business groups as well as customer for any issues or questions concerning railcars. CYO's focus in Local Performance.

# NCSC and CYO

- Delayed Shipments
- Special train or Special Switches
- Loads moving as empties
- Railroad Errors
- Reships
- Shared Asset/ConRail
  - CYO Data Quality
- Point of Contact - NCSC

## NS Customer Service (cont'd)

- **AccessNS:** Software supports diversions, reconsignments, rate inquiries, and pipeline reports. For more information contact [echelp@nscorp.com](mailto:echelp@nscorp.com) or call 1-800-235-5551
- **Pacesetter:** Direct management of freight car orders and releases, more detailed and increased visibility of the railcar pipeline and local railcar inventory. Customers who sign up for Pacesetter also enjoy the benefit of service-based demurrage, an industry first that directly links Norfolk Southern service to demurrage credits. For more information or to sign up for Thoroughbred Pacesetter, customers should contact their Central Yard Operations representative by calling 800-898-4296.

