



# **CONNECTIONS** *FOR* **GROWTH**

**BELLEVUE, OHIO**

## ***2014 Investor and Financial Analyst Conference***

**SEPTEMBER 22-23**





# Norfolk Southern Investor and Financial Analyst Conference

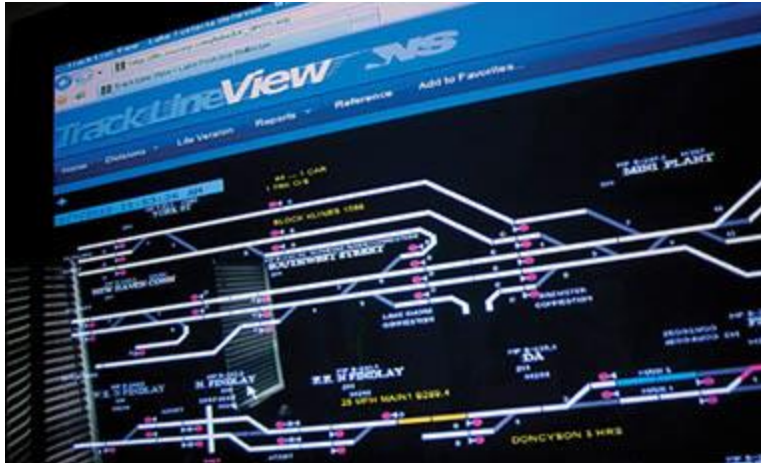
*September 23, 2014*

**Mark D. Manion**  
**Executive Vice President and**  
**Chief Operating Officer**

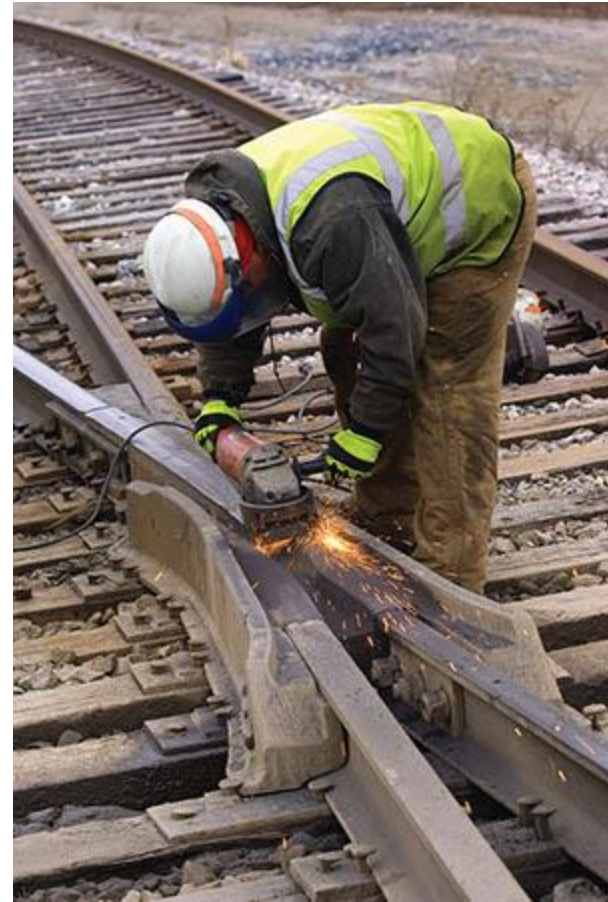
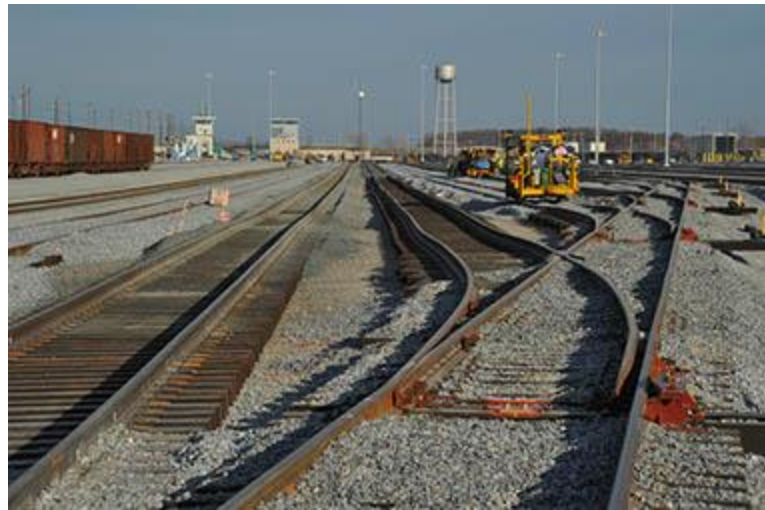
# Safety First



# Customer Service and Productivity are Key



# Connected - Capacity and Capability





# Capacity and Capability

**John Friedmann**

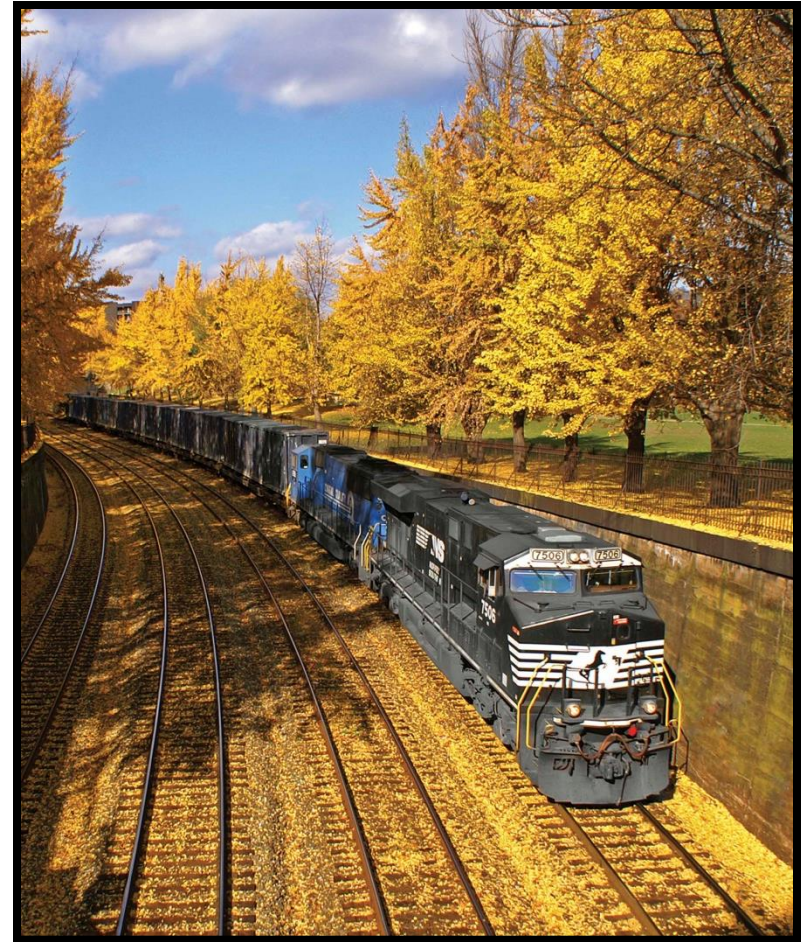
*Vice President  
Strategic Planning*

**Ed Boyle**

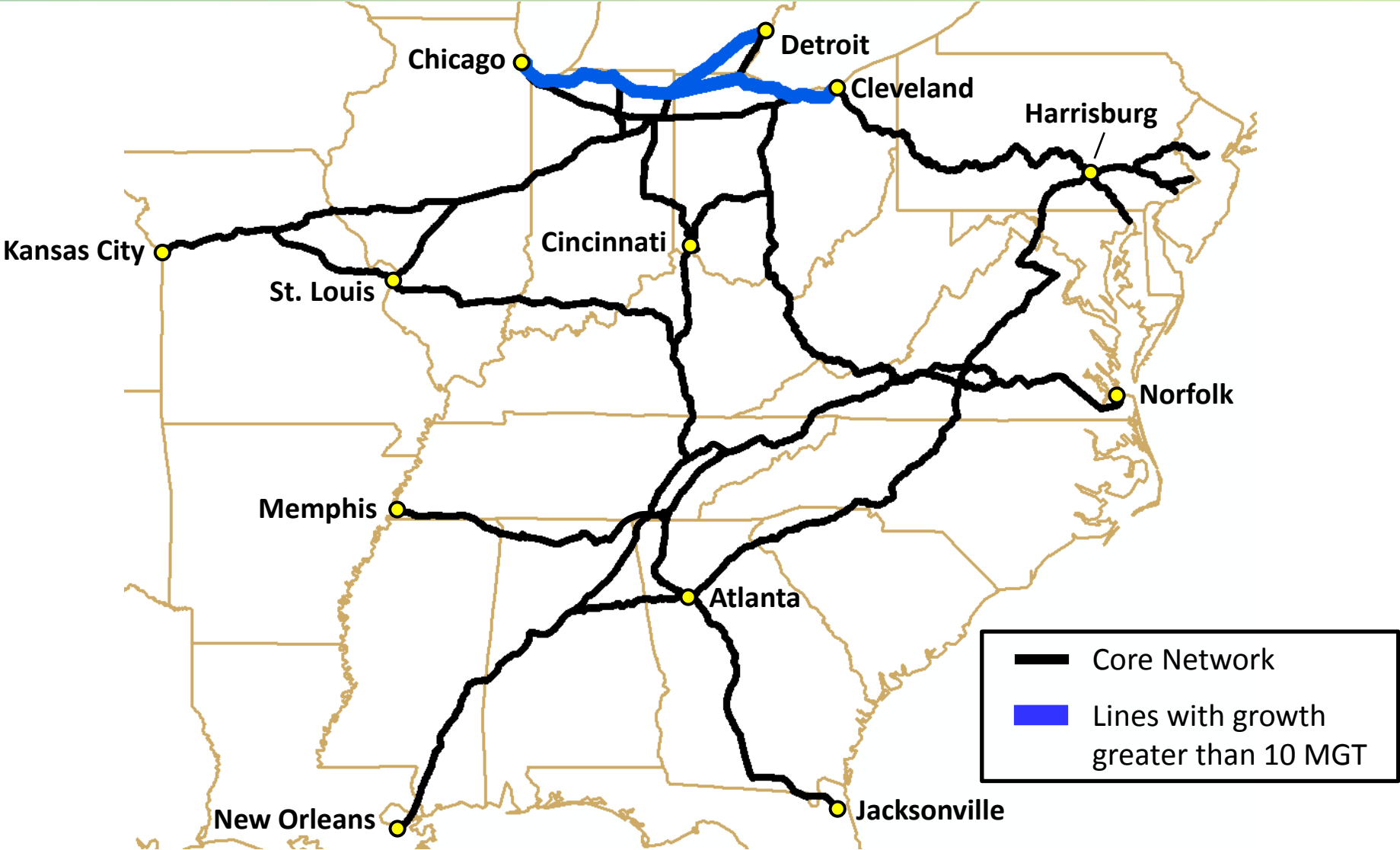
*Assistant Vice President  
Communications & Signals*

# Topics

- Measuring Growth
- Capacity Solutions
- Case Studies
  - Illinois Basin Coal
  - North-South Pipeline
  - Chicago Gateway



# Tonnage Growth - 2006 vs. 2013





# Capacity Principles

- First, improve the process
- “Just in time” capacity additions
- Minimize investment risk

# The NS Capacity Process

Traffic  
Forecast



Capacity Need



Scoping

- Strategic Planning
- Transportation
- Marketing
- Other stakeholders

# The NS Capacity Process

Traffic  
Forecast



Capacity Need



Scoping

Process  
Improvement

- Strategic Planning
- Transportation
- Marketing
- Other stakeholders

# The NS Capacity Process

Traffic Forecast



Capacity Need



Scoping

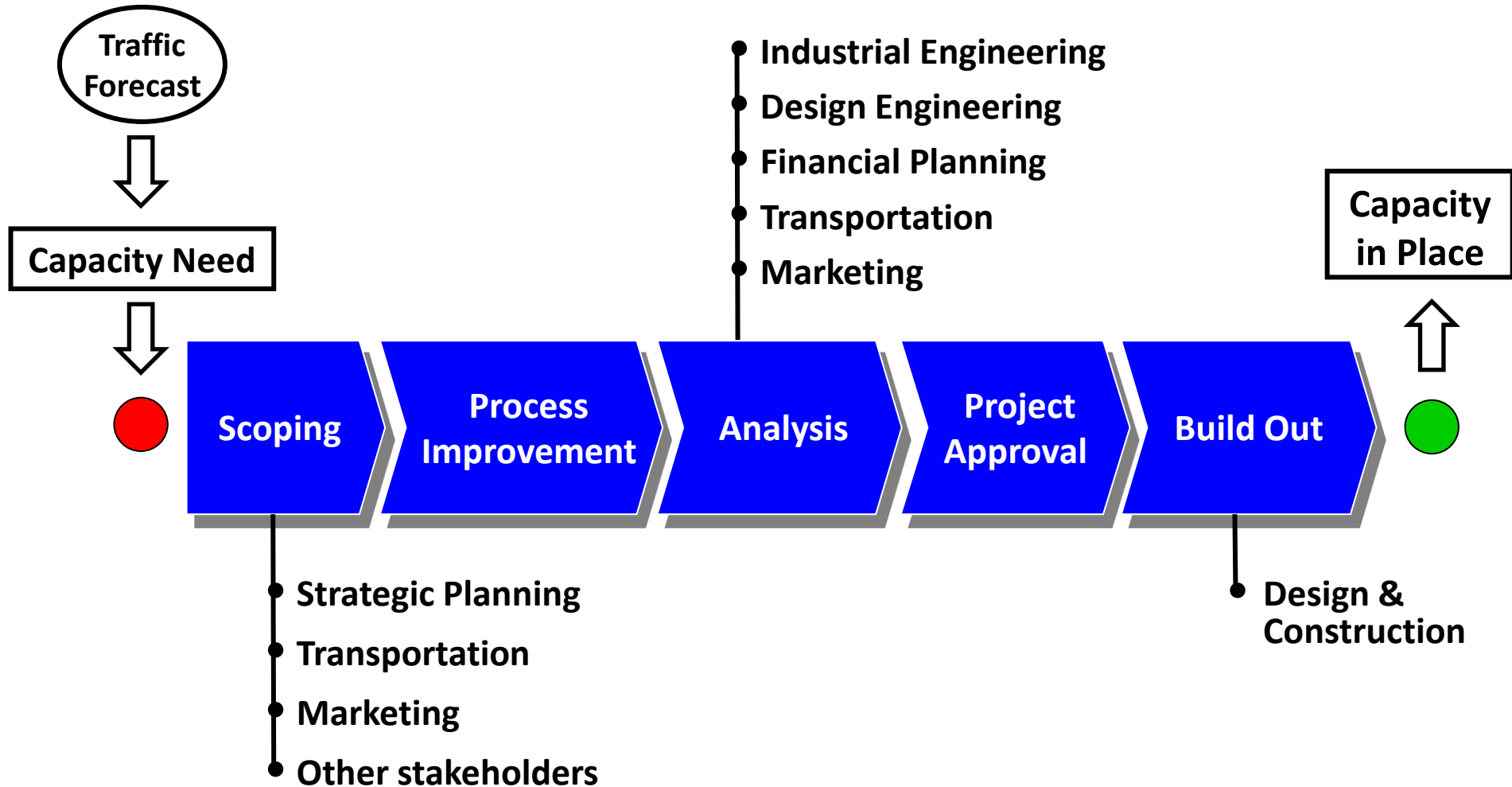
Process Improvement

Analysis

- Industrial Engineering
- Design Engineering
- Financial Planning
- Transportation
- Marketing

- Strategic Planning
- Transportation
- Marketing
- Other stakeholders

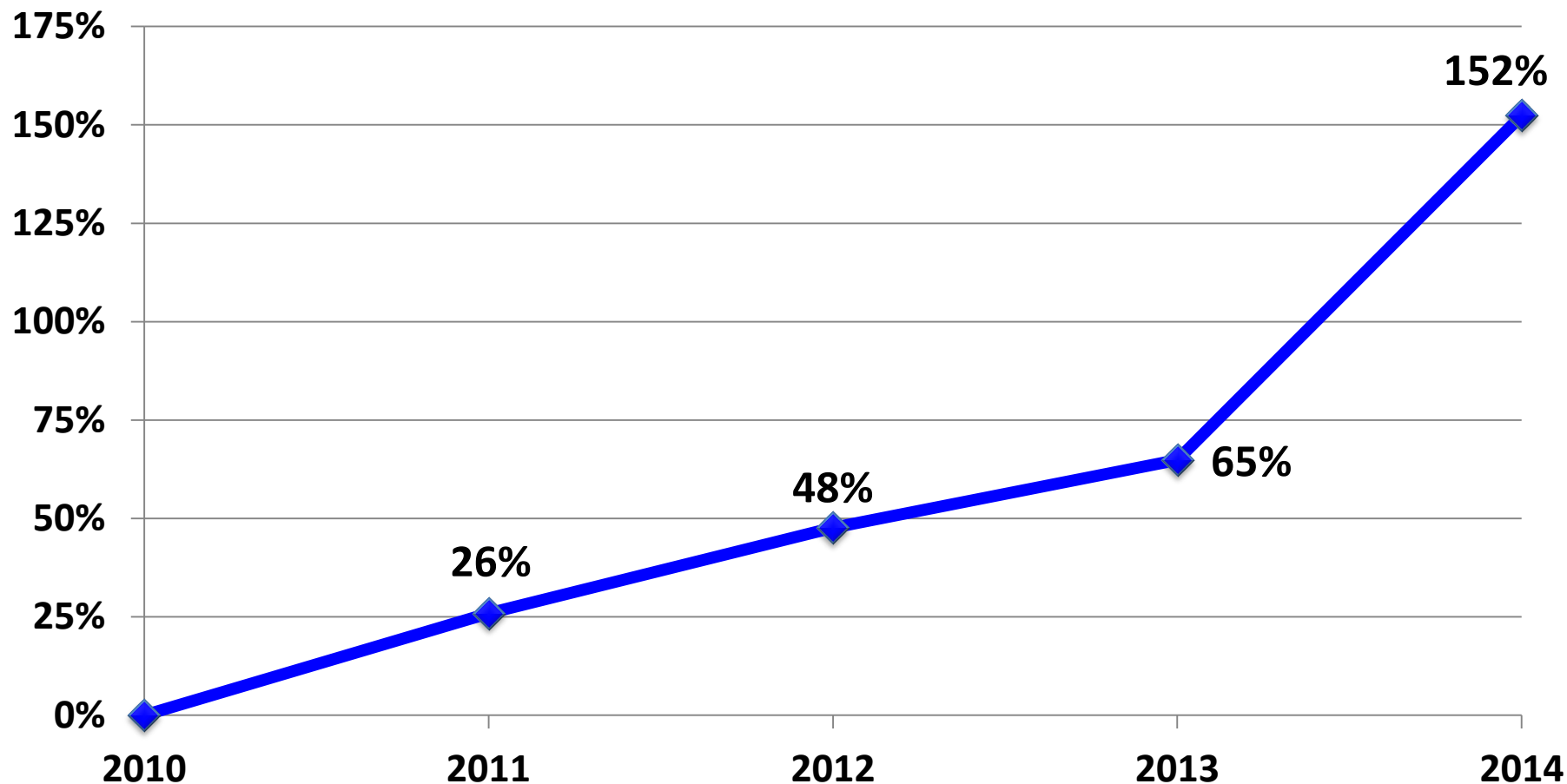
# The NS Capacity Process

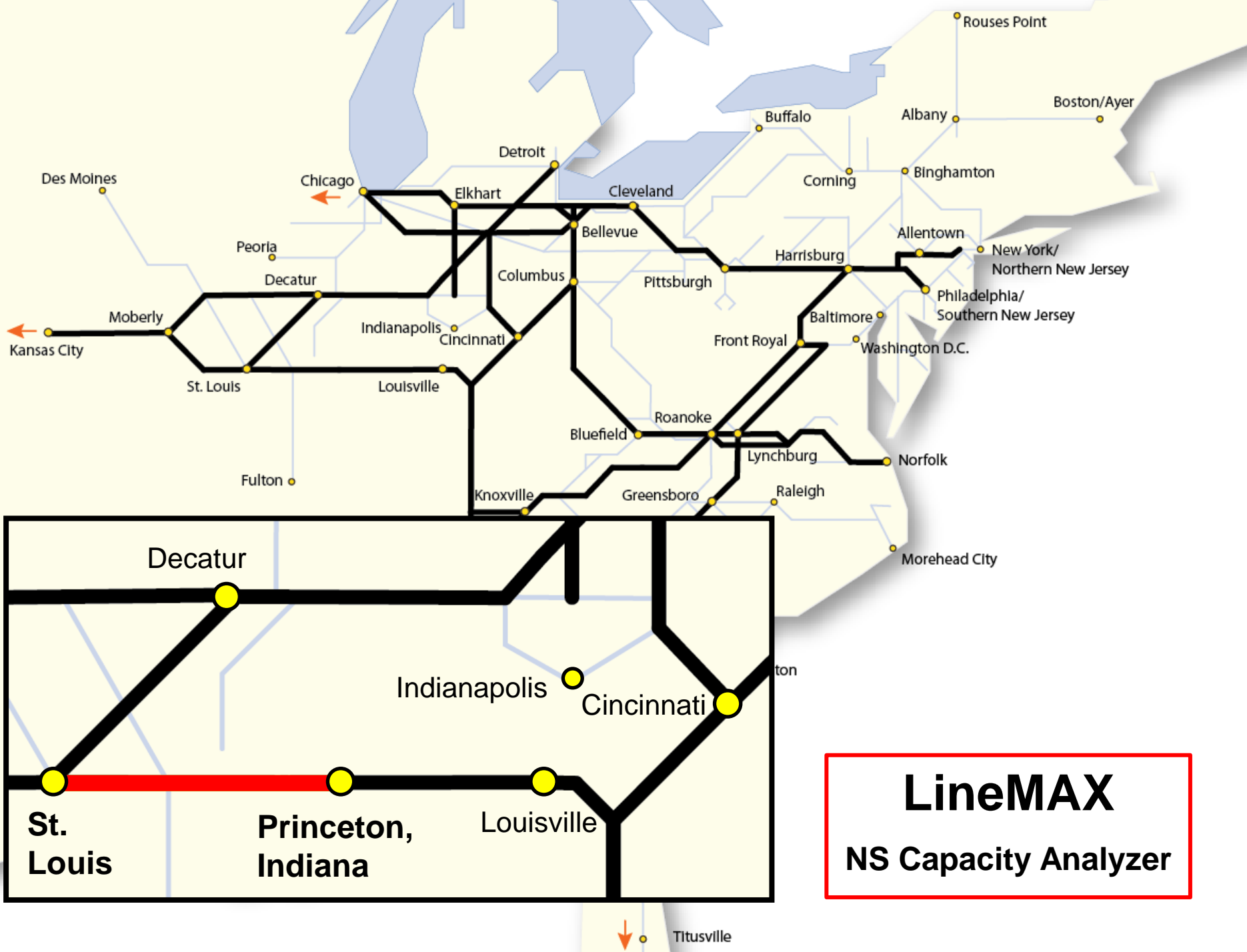




# Illinois Basin Coal Growth

Cumulative tonnage growth on NS

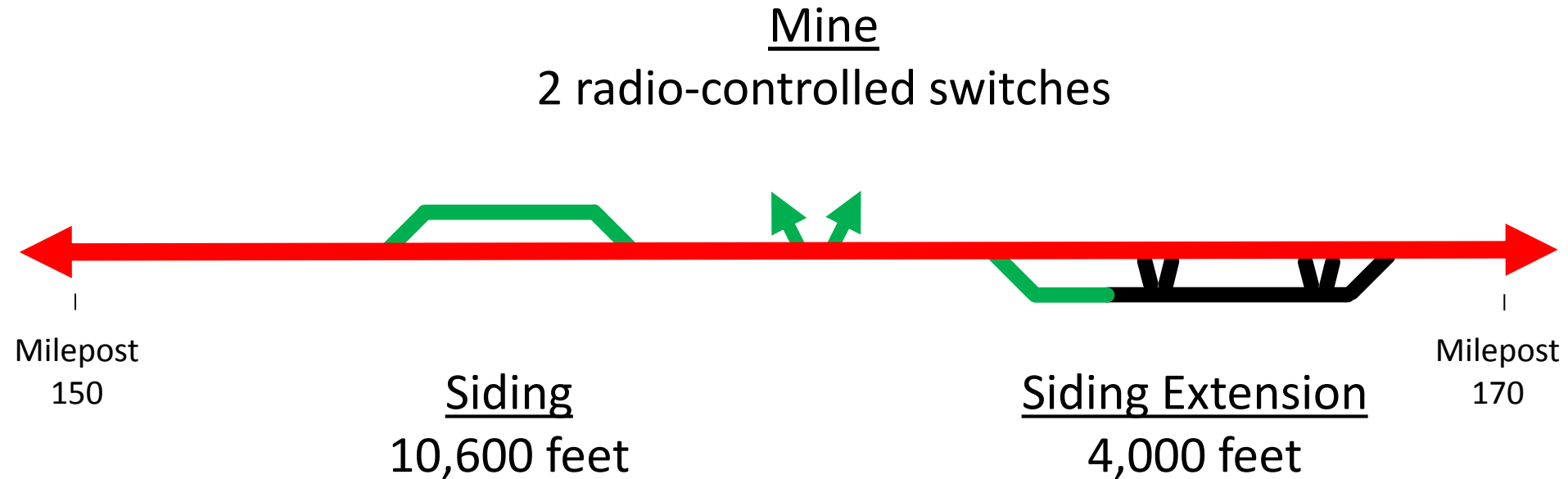




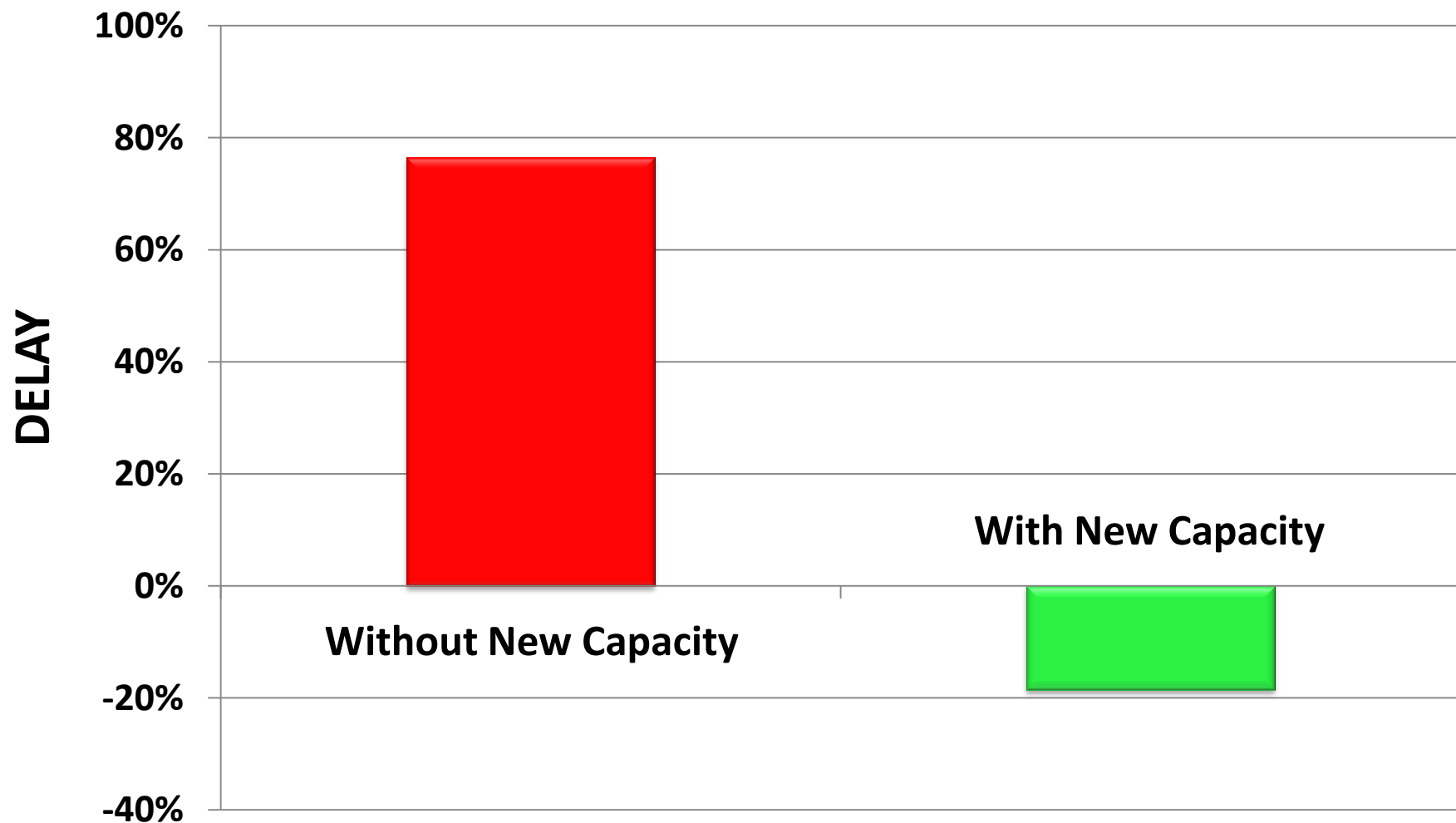
**LineMAX**  
NS Capacity Analyzer

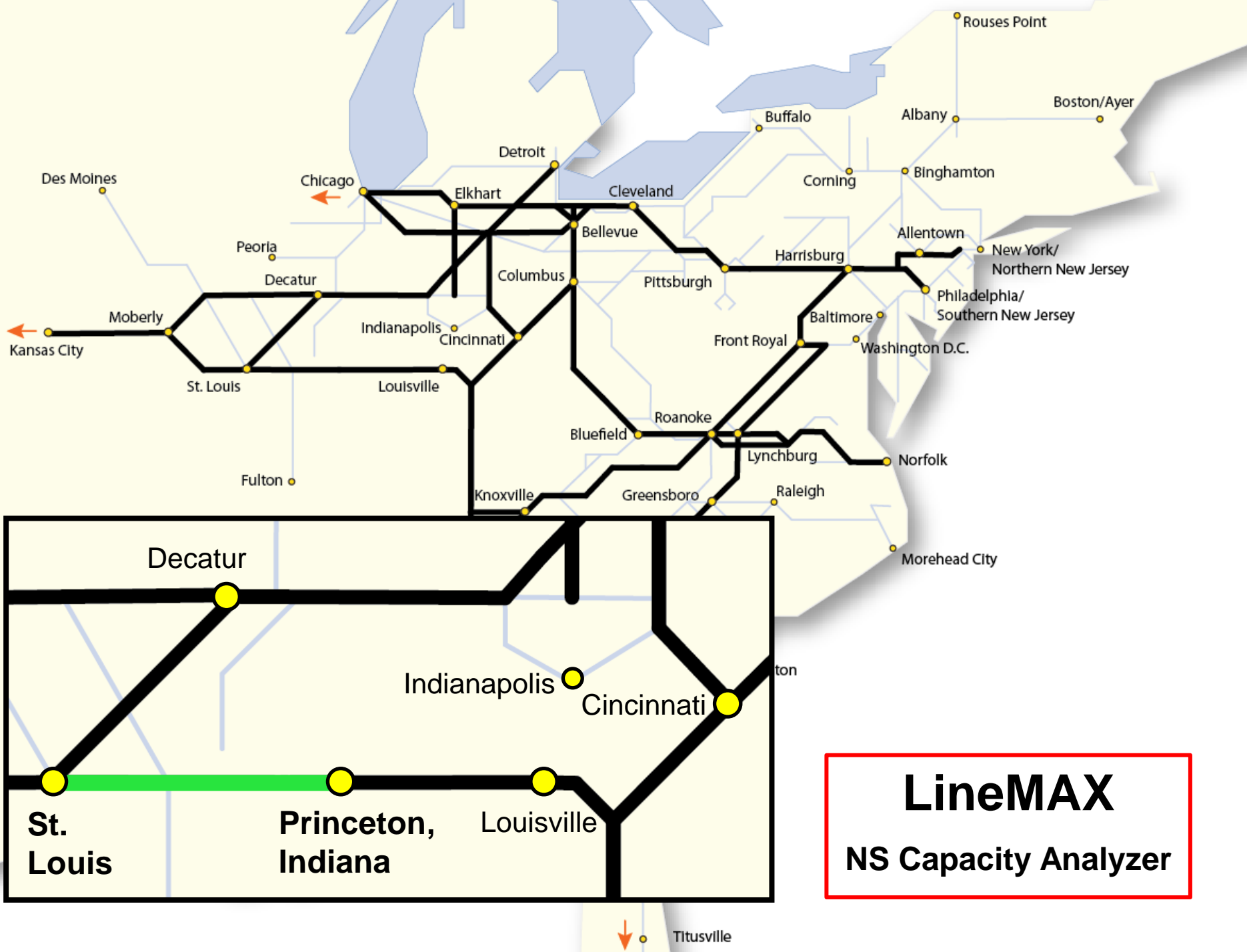


# Increasing Capacity



# Improving Fluidity





**LineMAX**  
NS Capacity Analyzer

# Beck Siding – Gibson County Coal



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# Beck Siding – Gibson County Coal



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# Beck Siding



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# Beck Siding



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# Beck Siding



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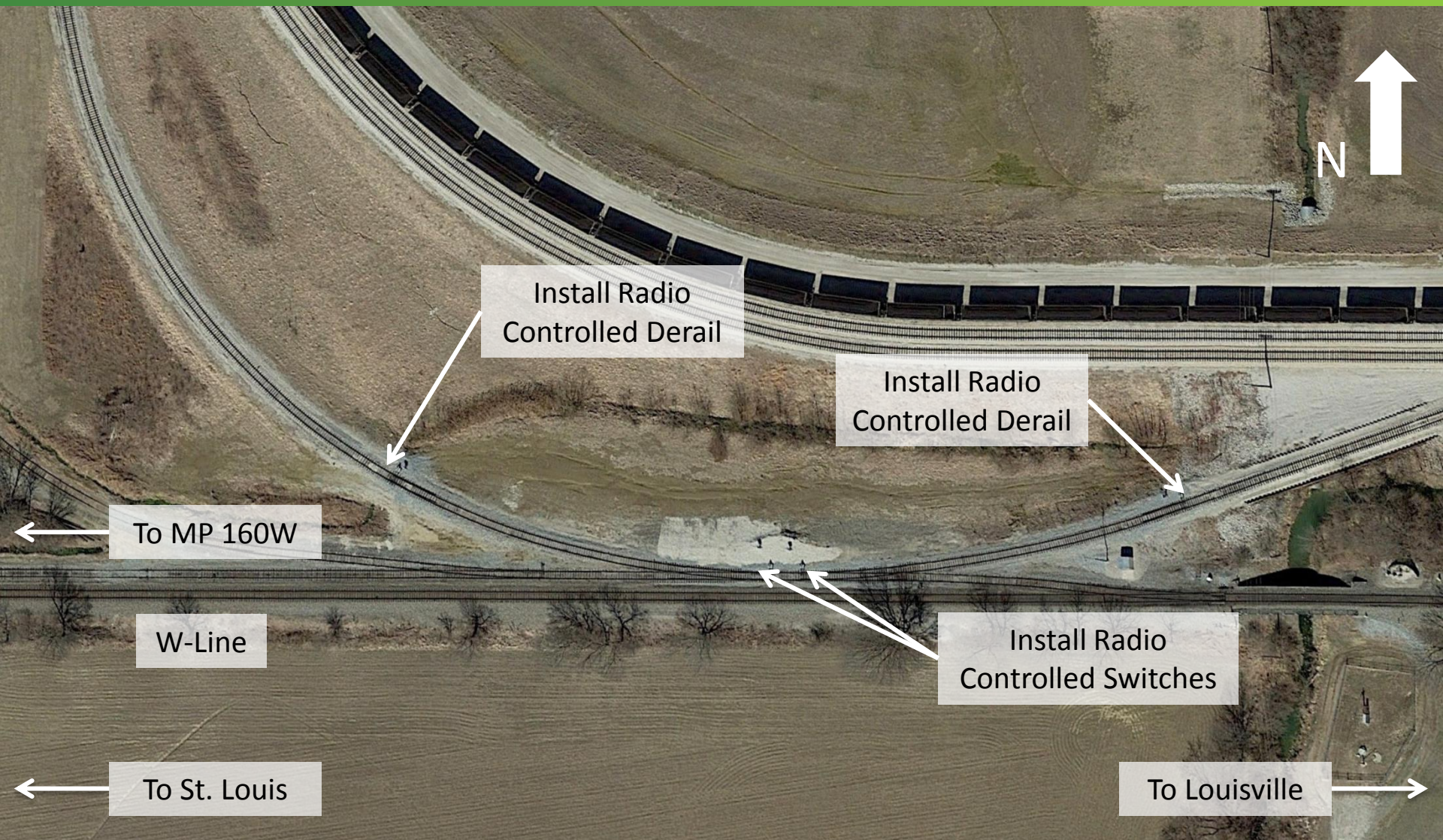
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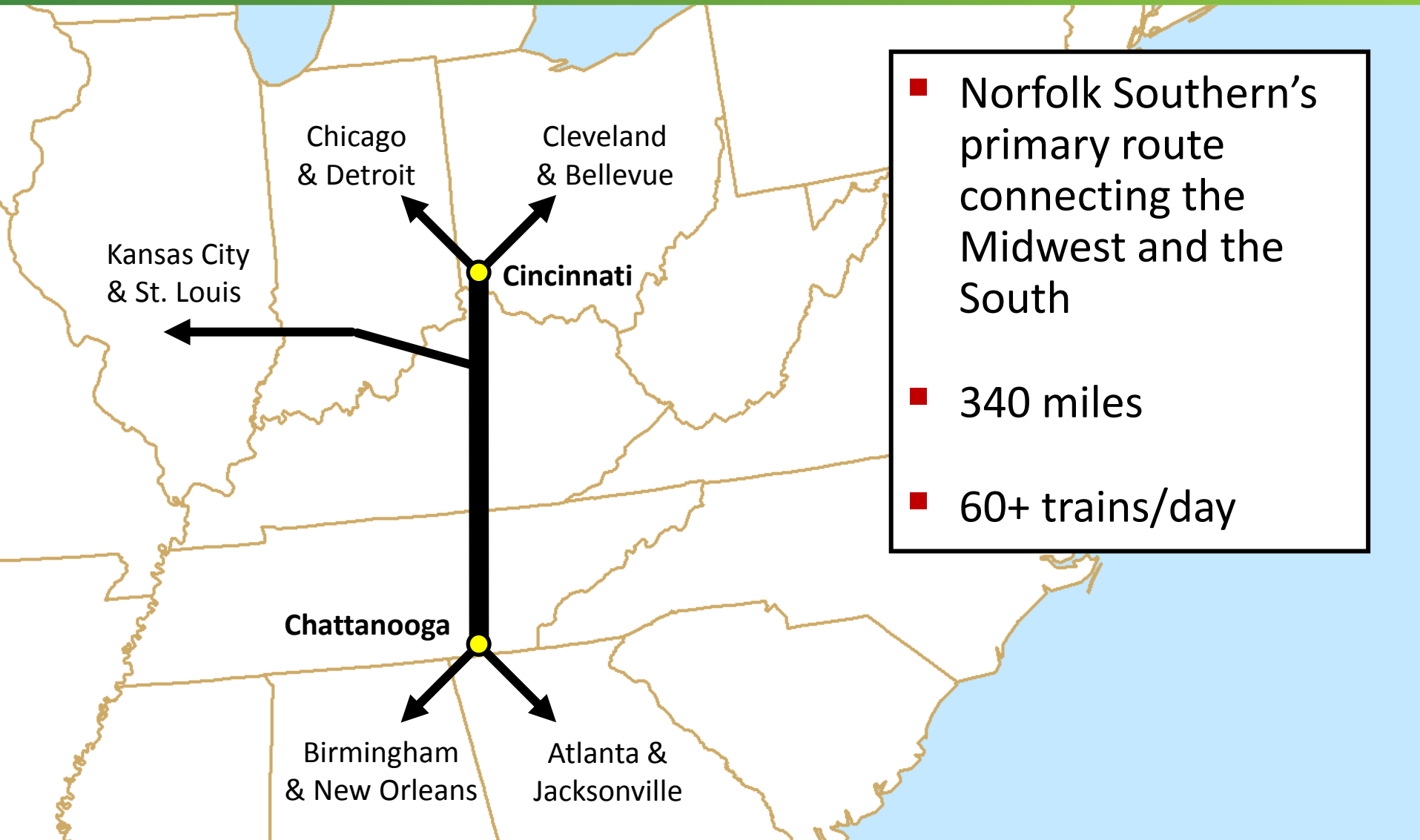
# Princeton, IN – Gibson County Coal



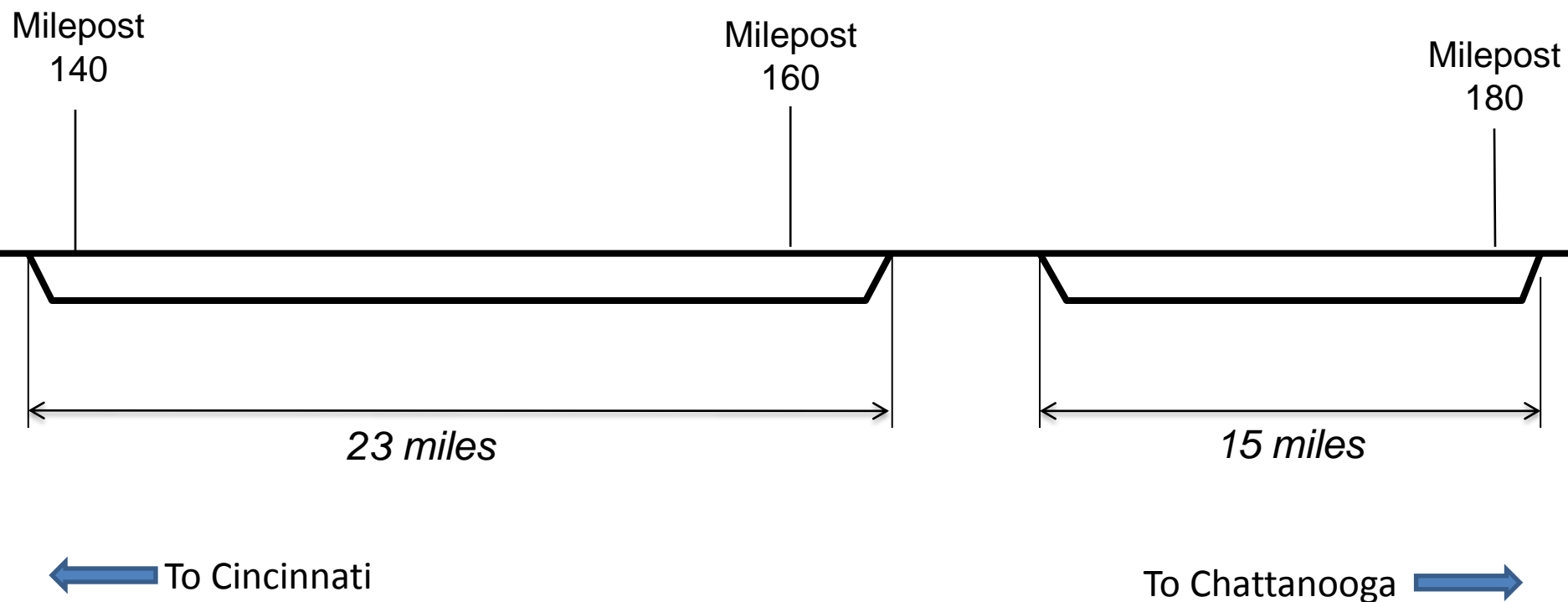
# Princeton, IN – Coal Mine Switches and Derails



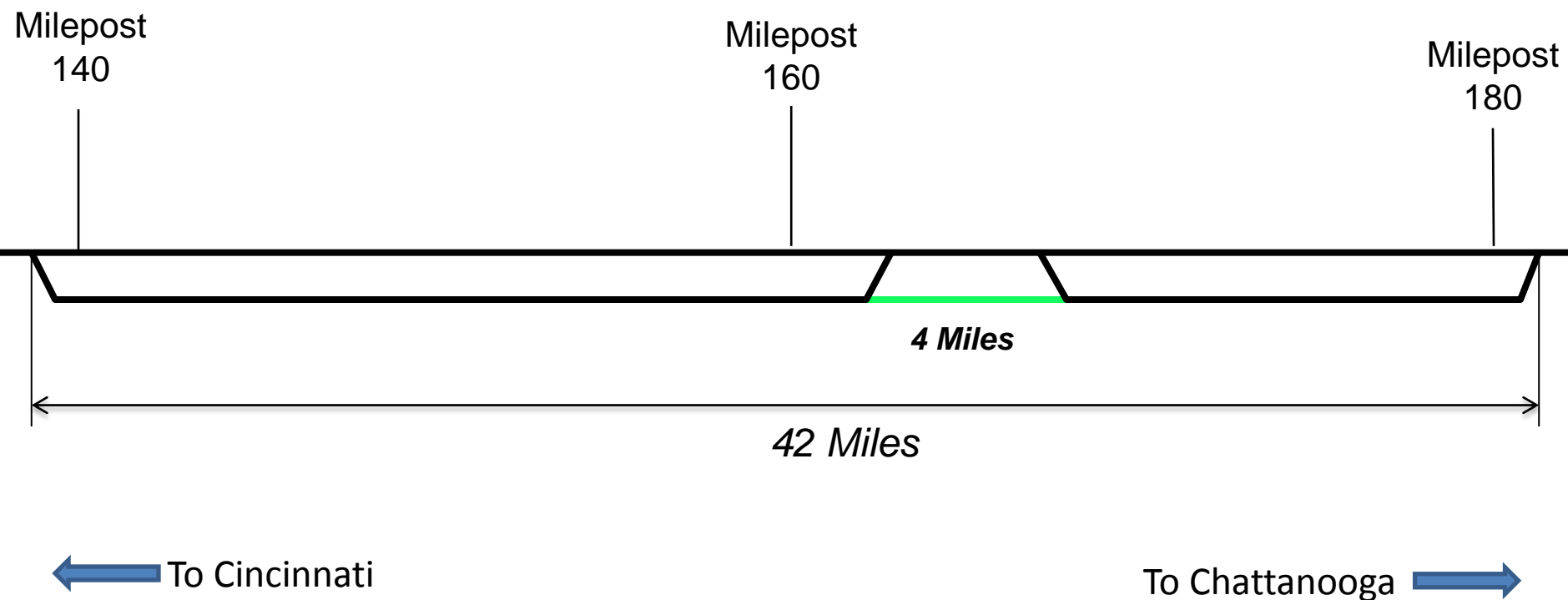
# North – South Pipeline



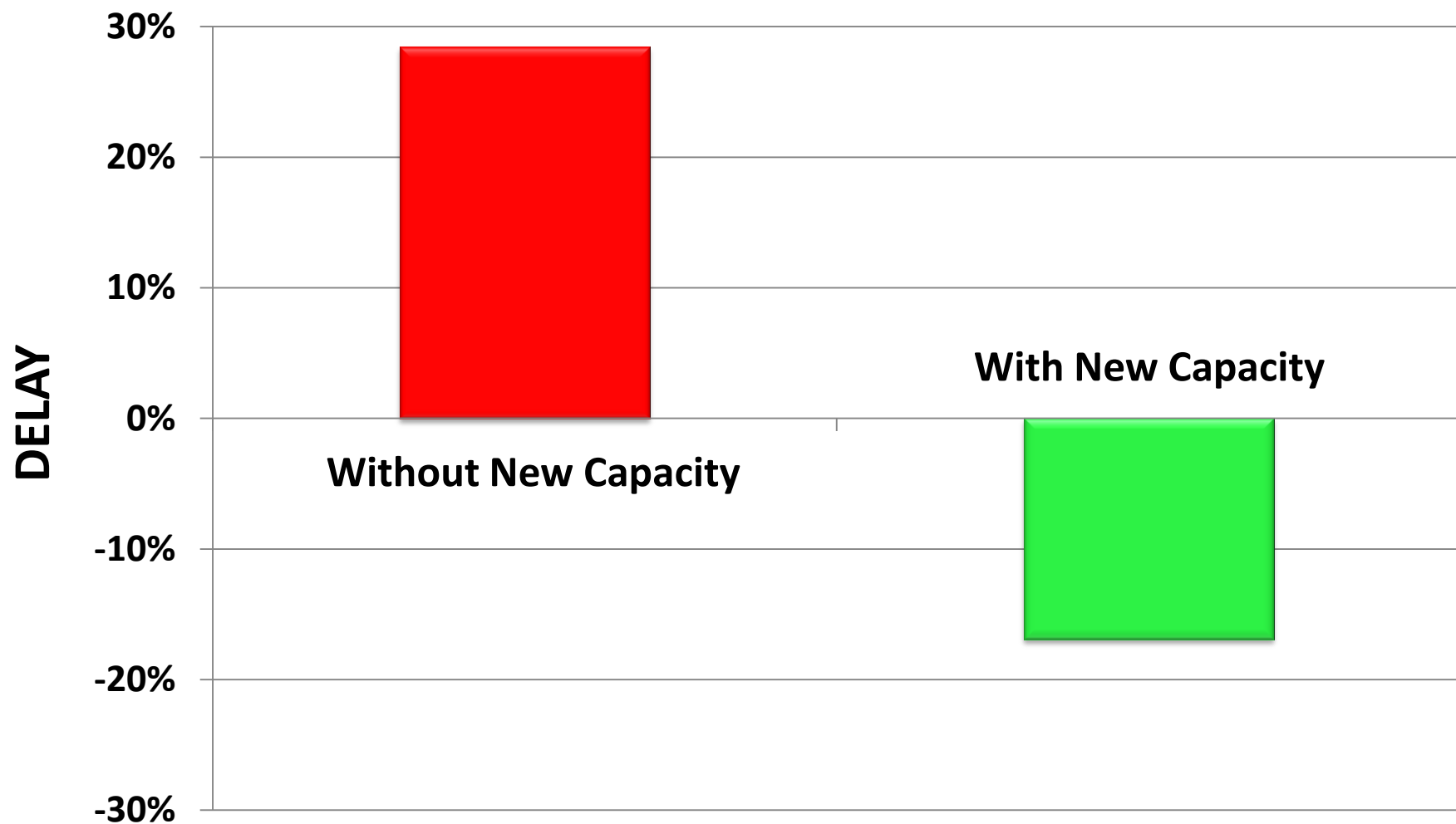
# Filling the Gap



# Filling the Gap

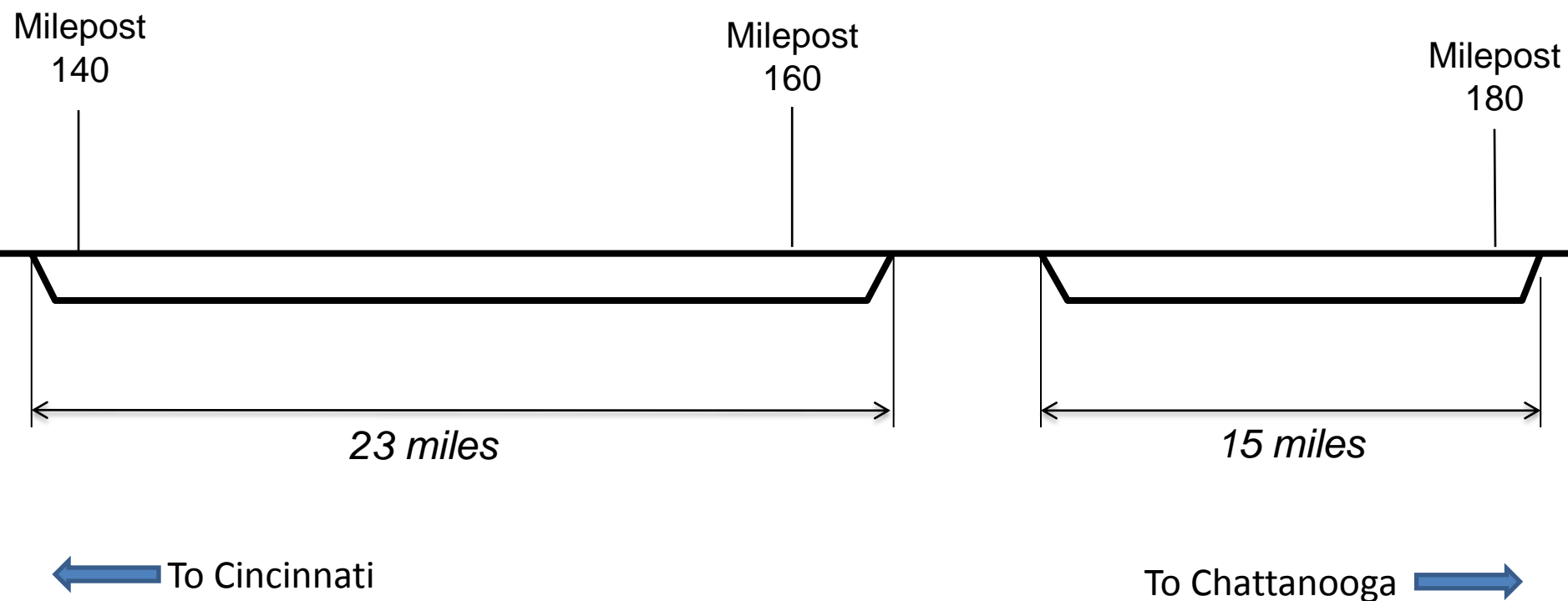


# Improving Performance

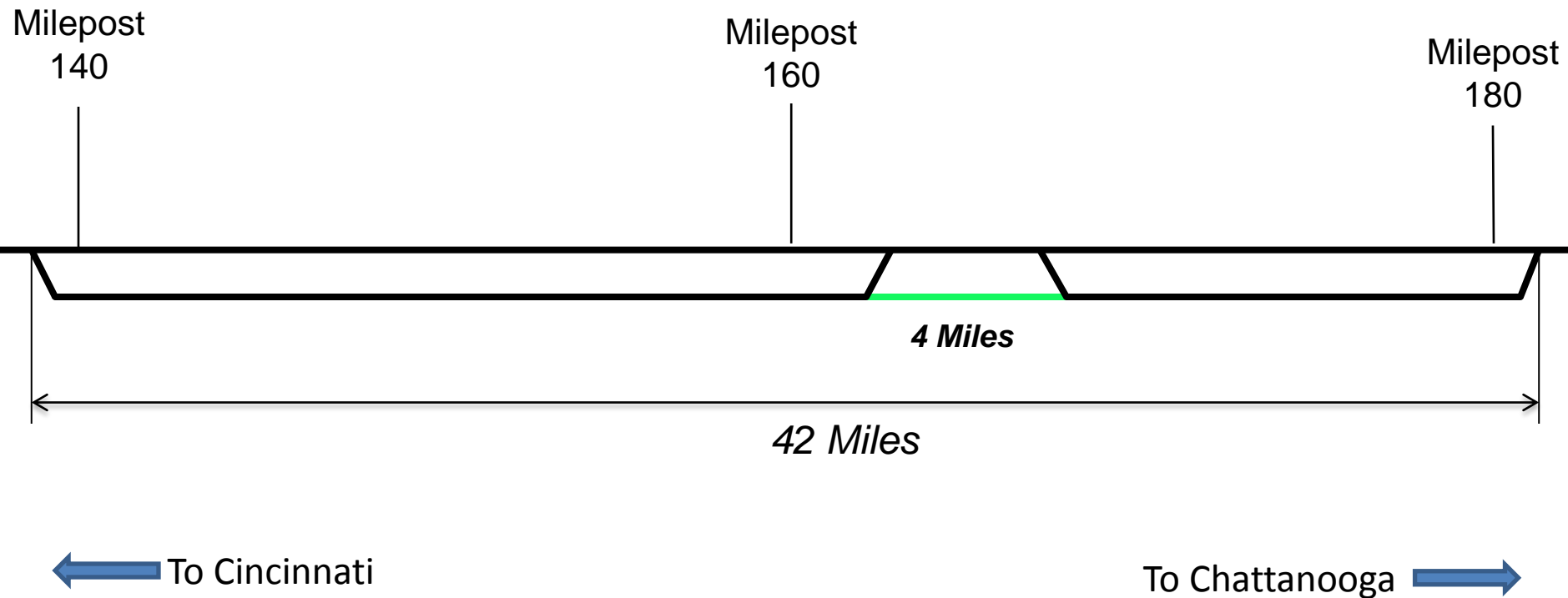




# Conditions Prior to Improvements



# 2<sup>nd</sup> Main Extension



# Grove, KY – Rock Cut



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# Grove, KY



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# Grove, KY – Rock Cut



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# Grove, KY – Pitman Creek Bridge



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# Grove, KY – Pitman Creek Bridge



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# Grove, KY



04/25/2013 16:50



# Grove, KY

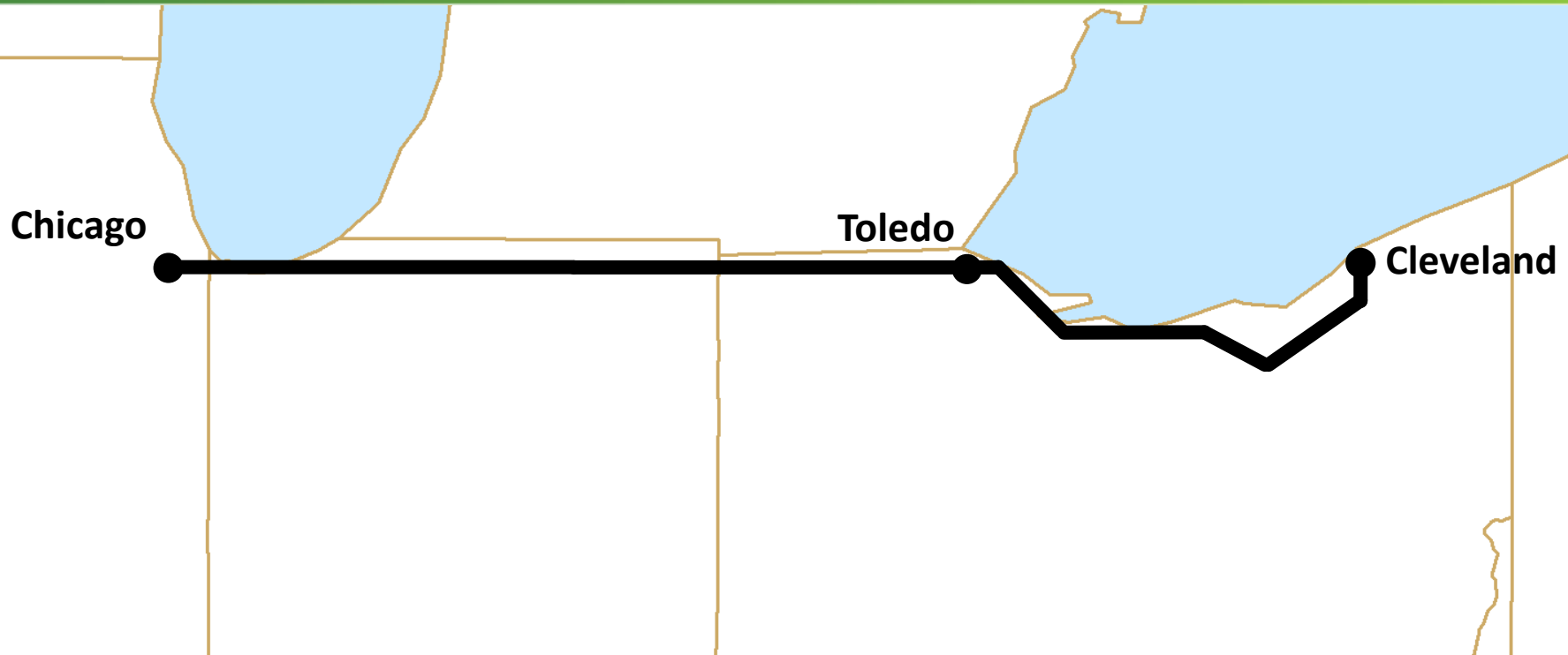


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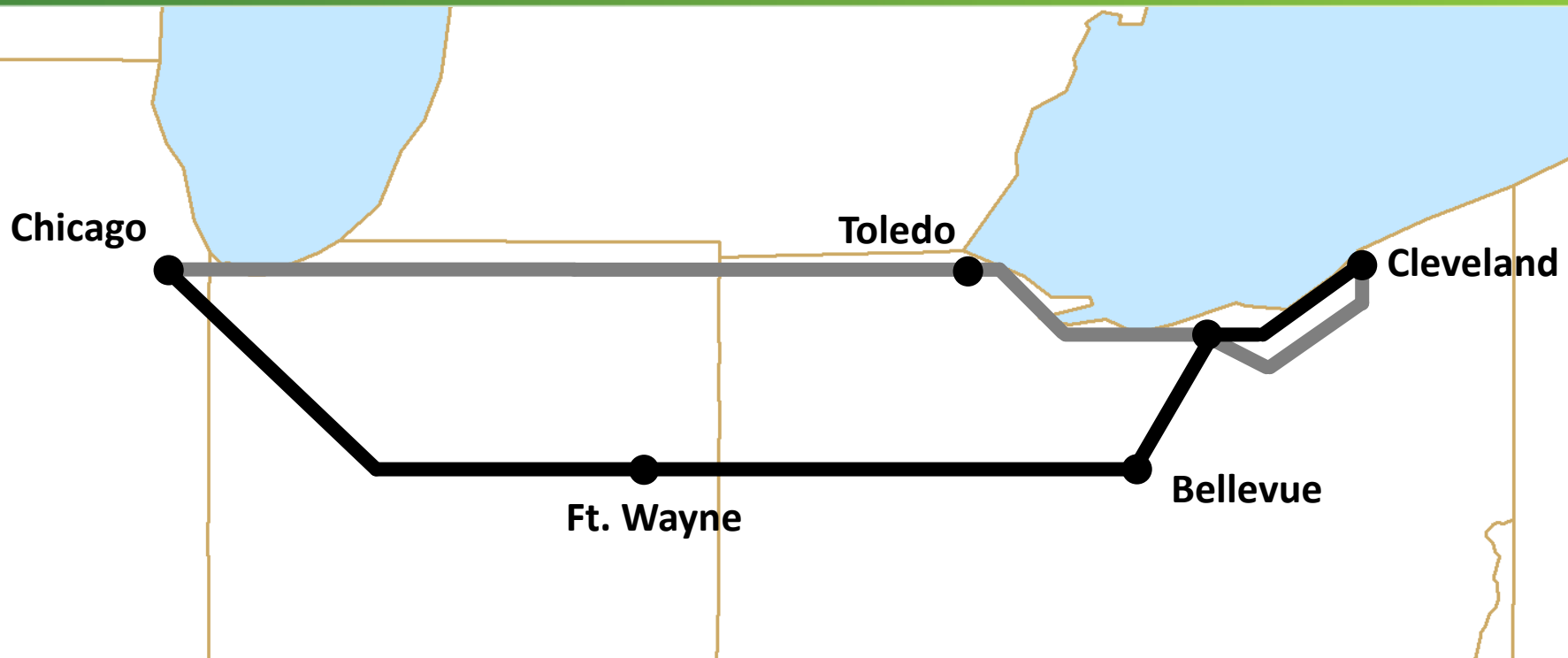
# Chicago Gateway



## The Chicago Line

- High speed, double track+ route
- Norfolk Southern's busiest line
- All traffic types

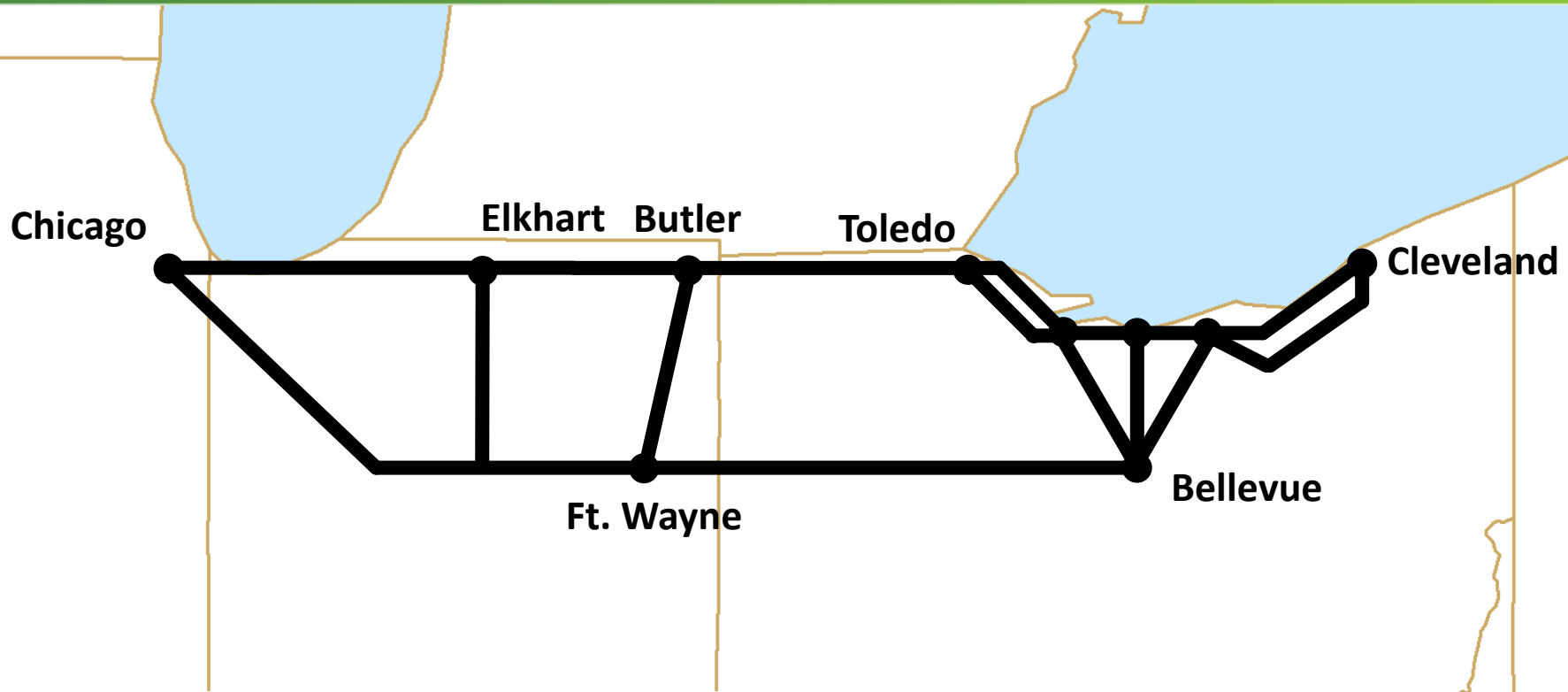
# Chicago Gateway



## The B-Line

- Single track with sidings
- Traffic Control
- Less traffic than the Chicago Line

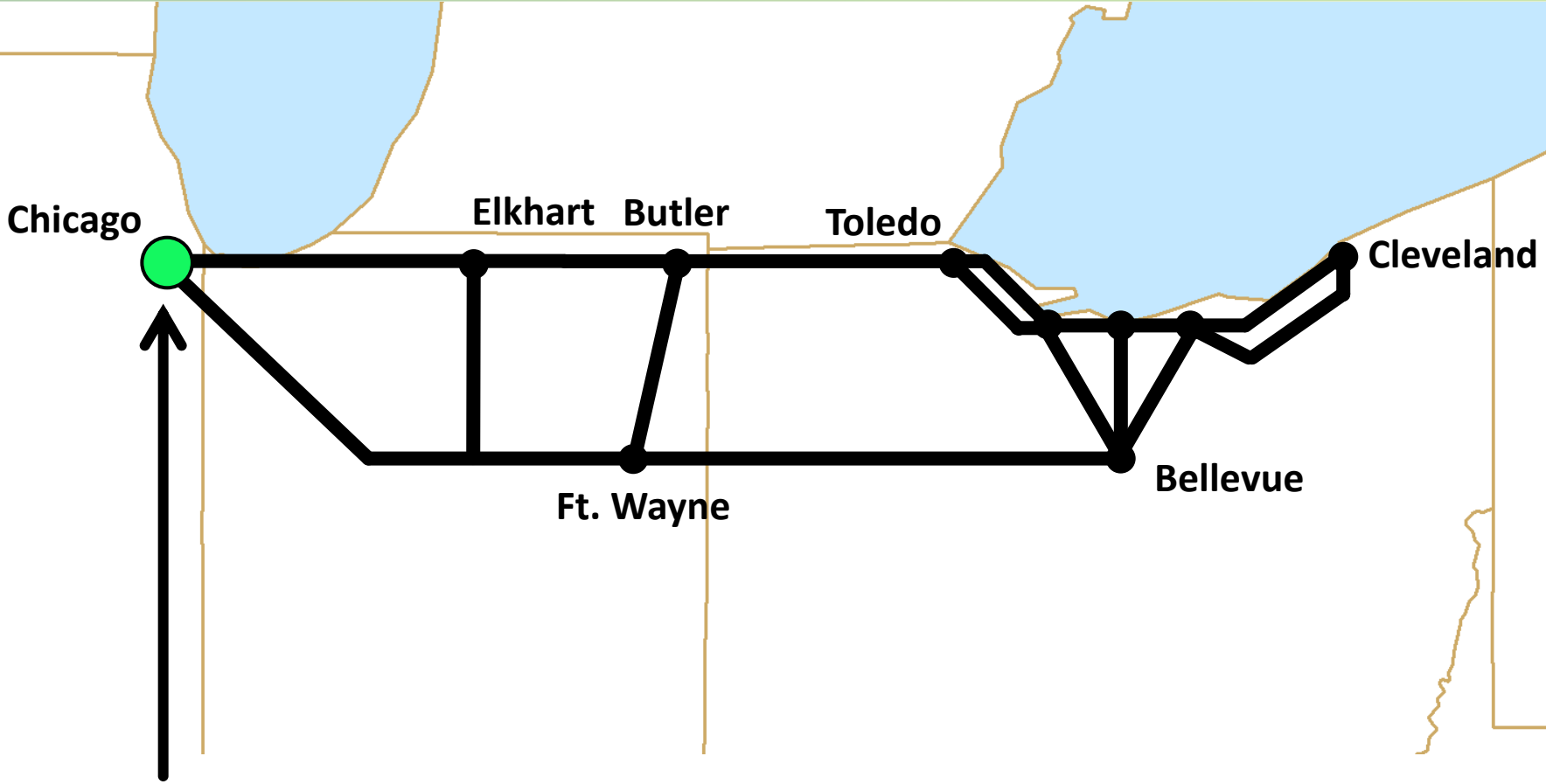
# Chicago Gateway



## An Integrated Network

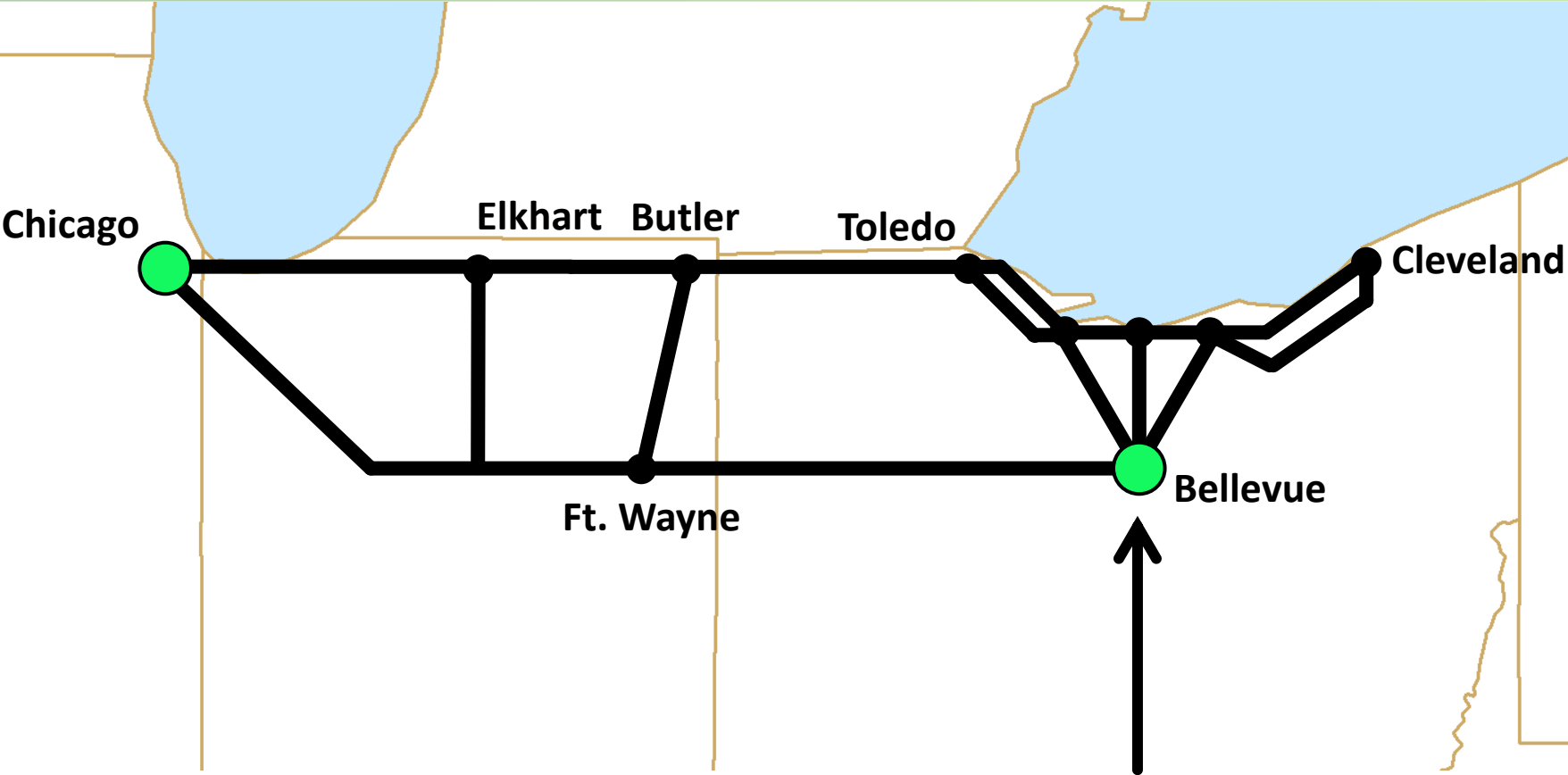
- Multiple combinations of primary routes
- Connectors give redundancy and flexibility

# Supporting Chicago



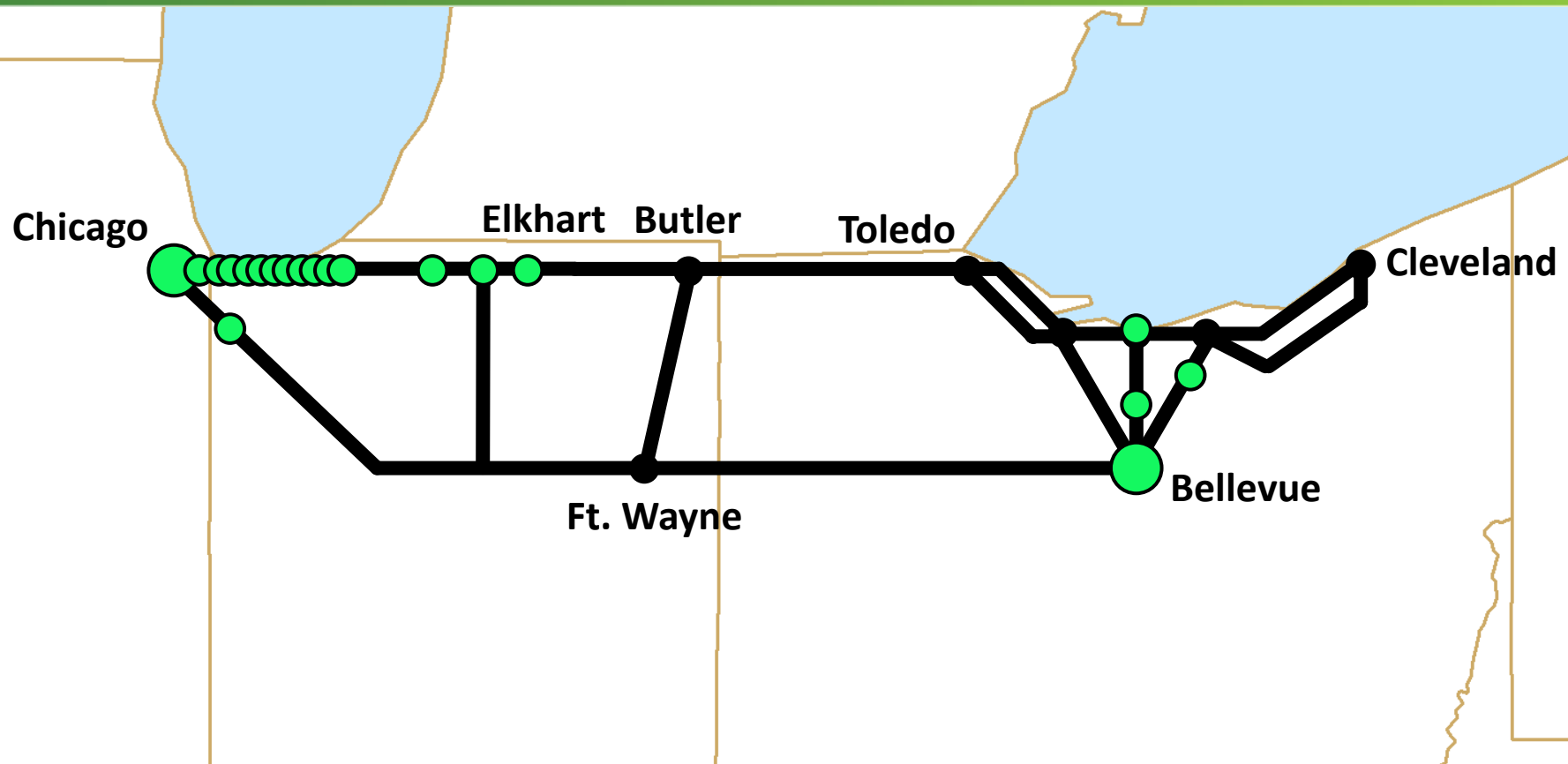
**Chicago capacity expansion**

# Supporting Merchandise Volumes



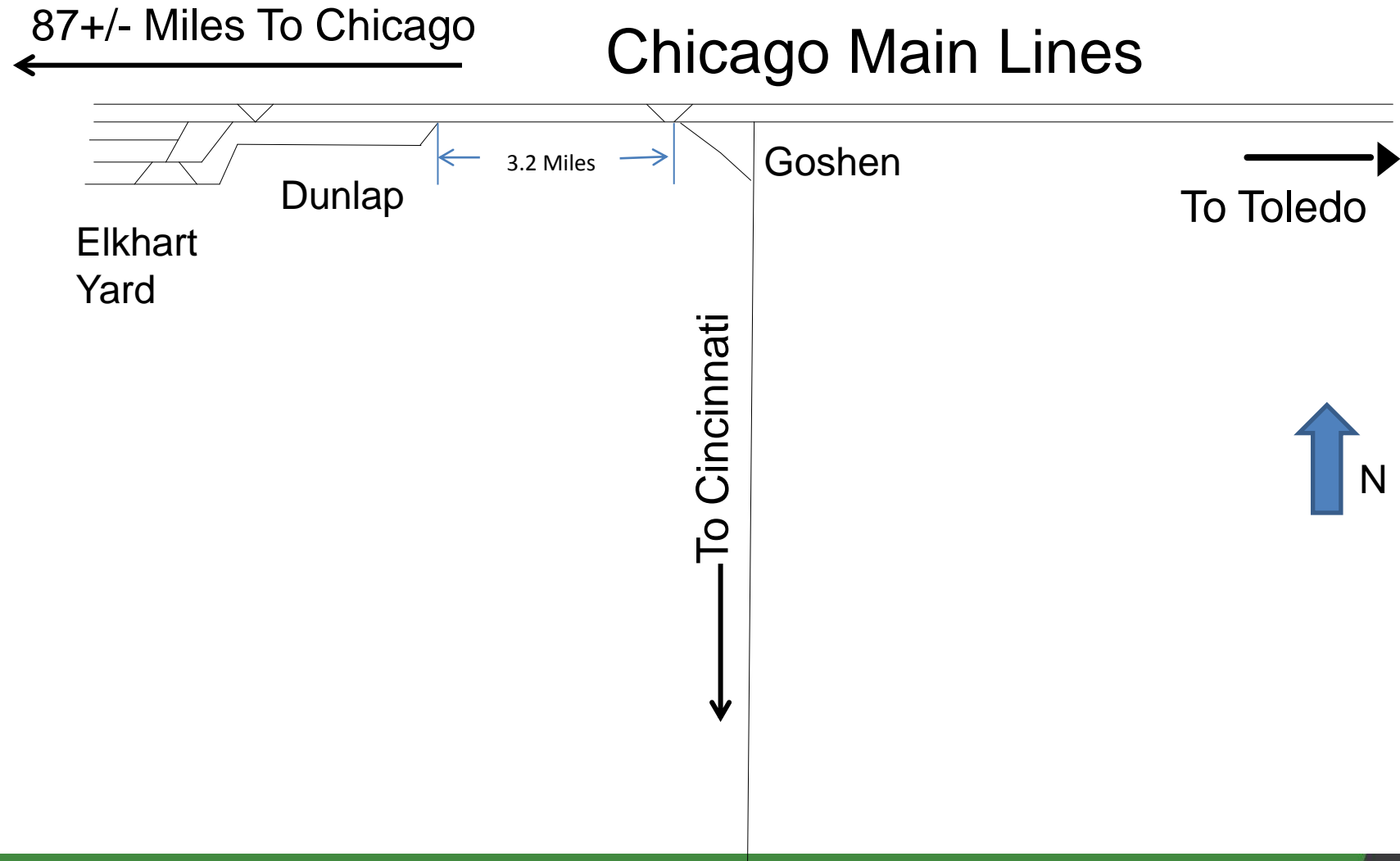
**Bellevue hump yard expansion**

# Overall: \$500+ million investment



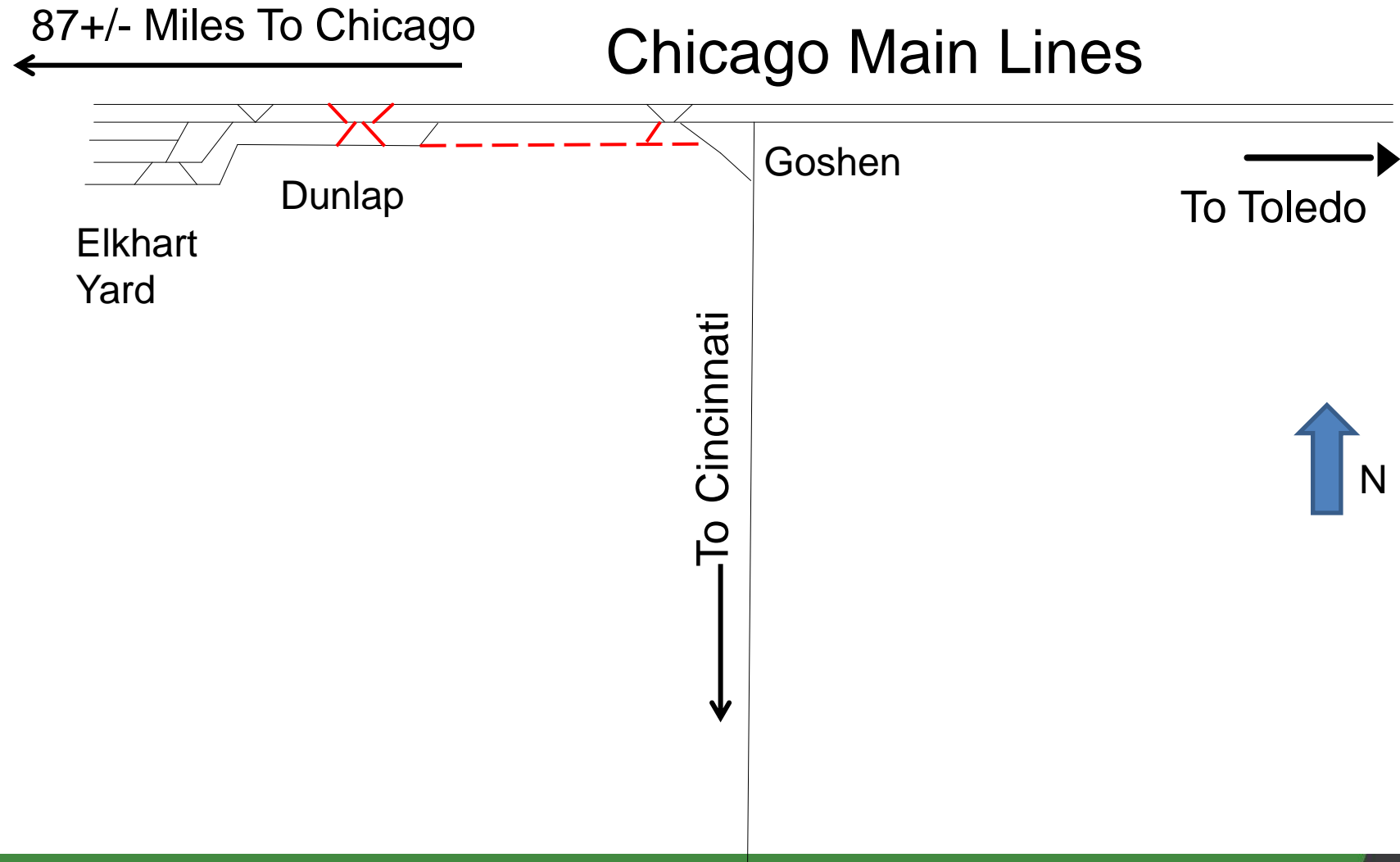
## 18 projects between Chicago and Cleveland

# Goshen, IN – Extend Siding

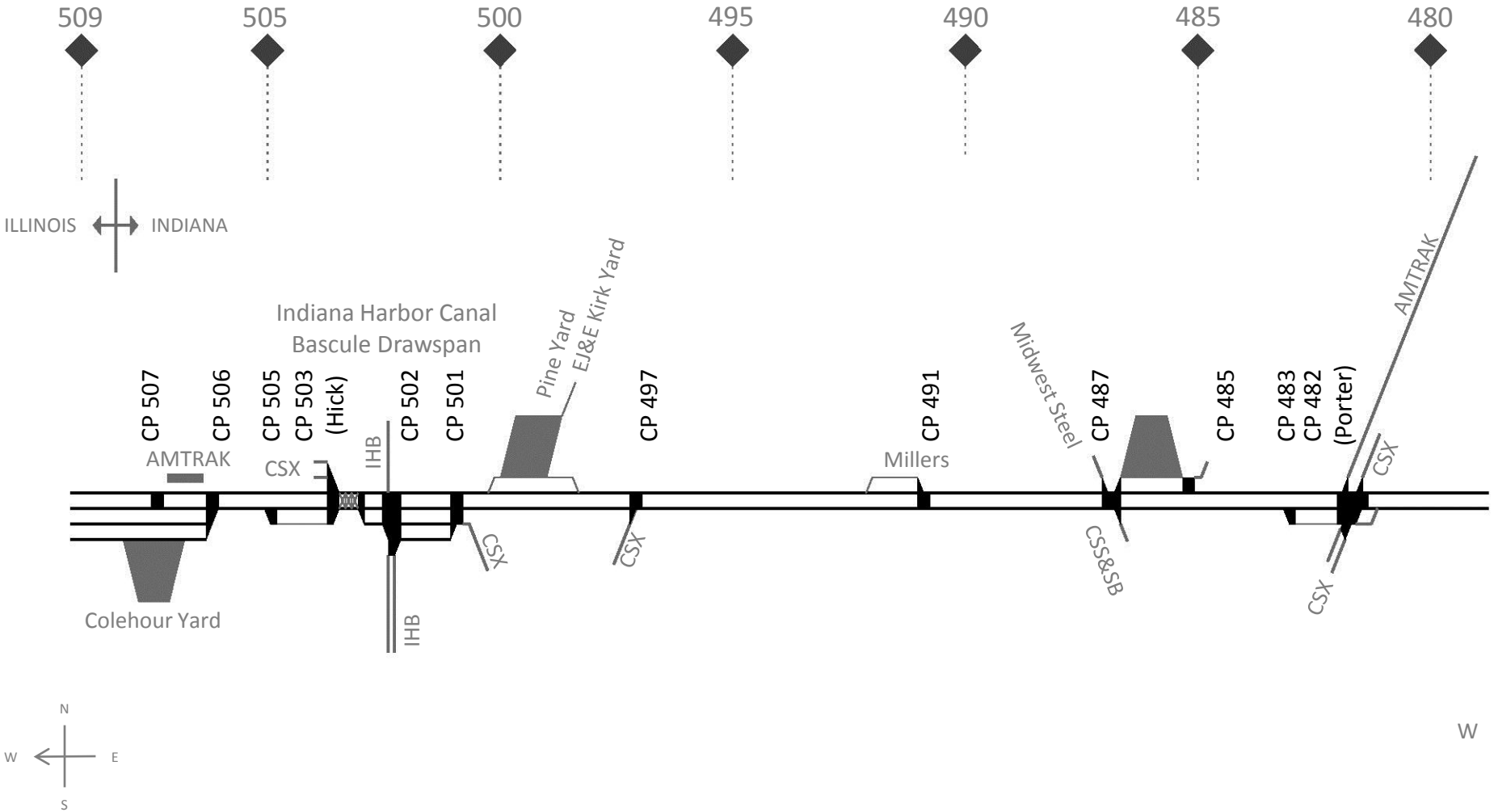




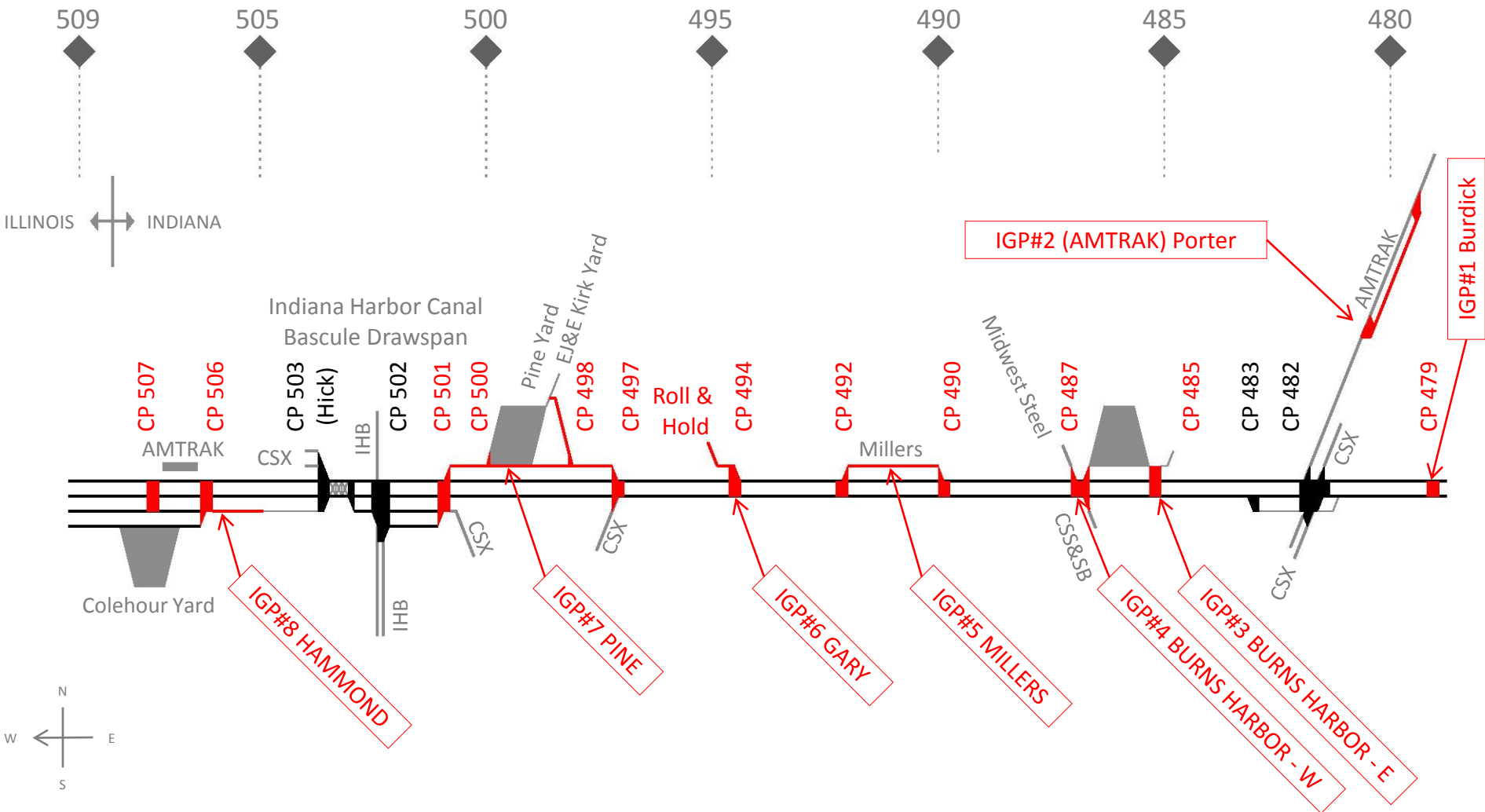
# Goshen, IN – Extend Siding



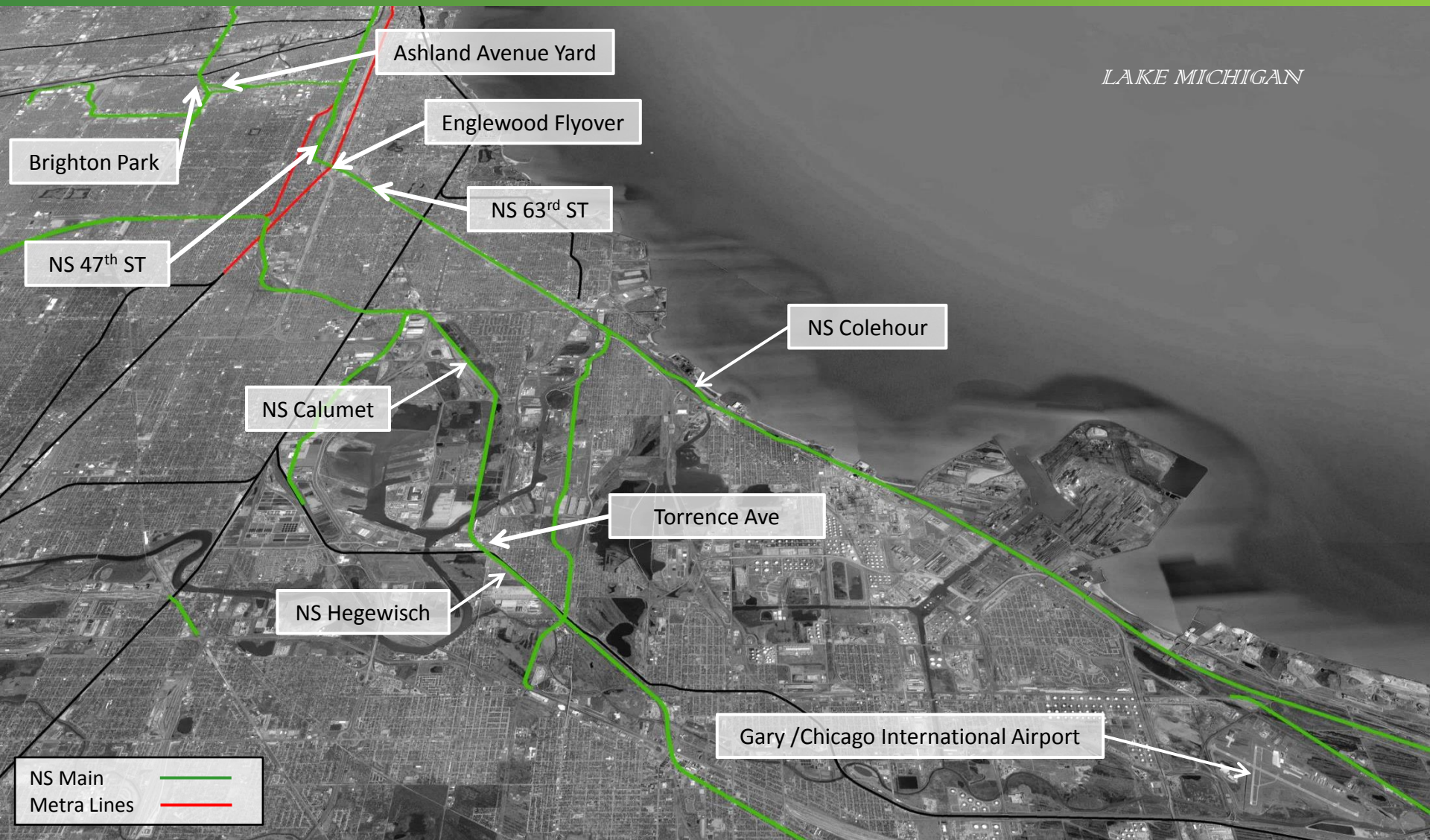
# Indiana Gateway Project – Existing



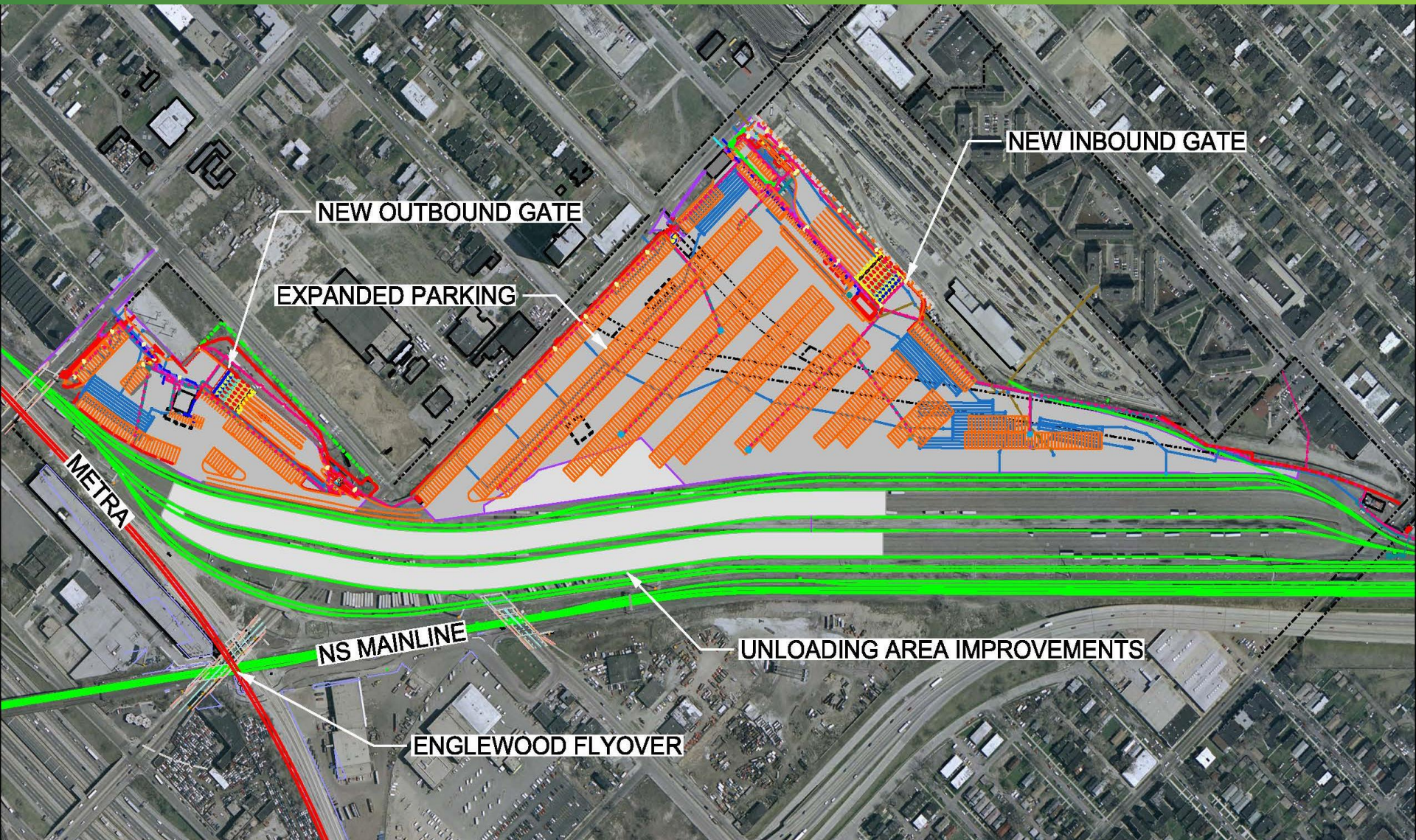
# Indiana Gateway Project – Planned



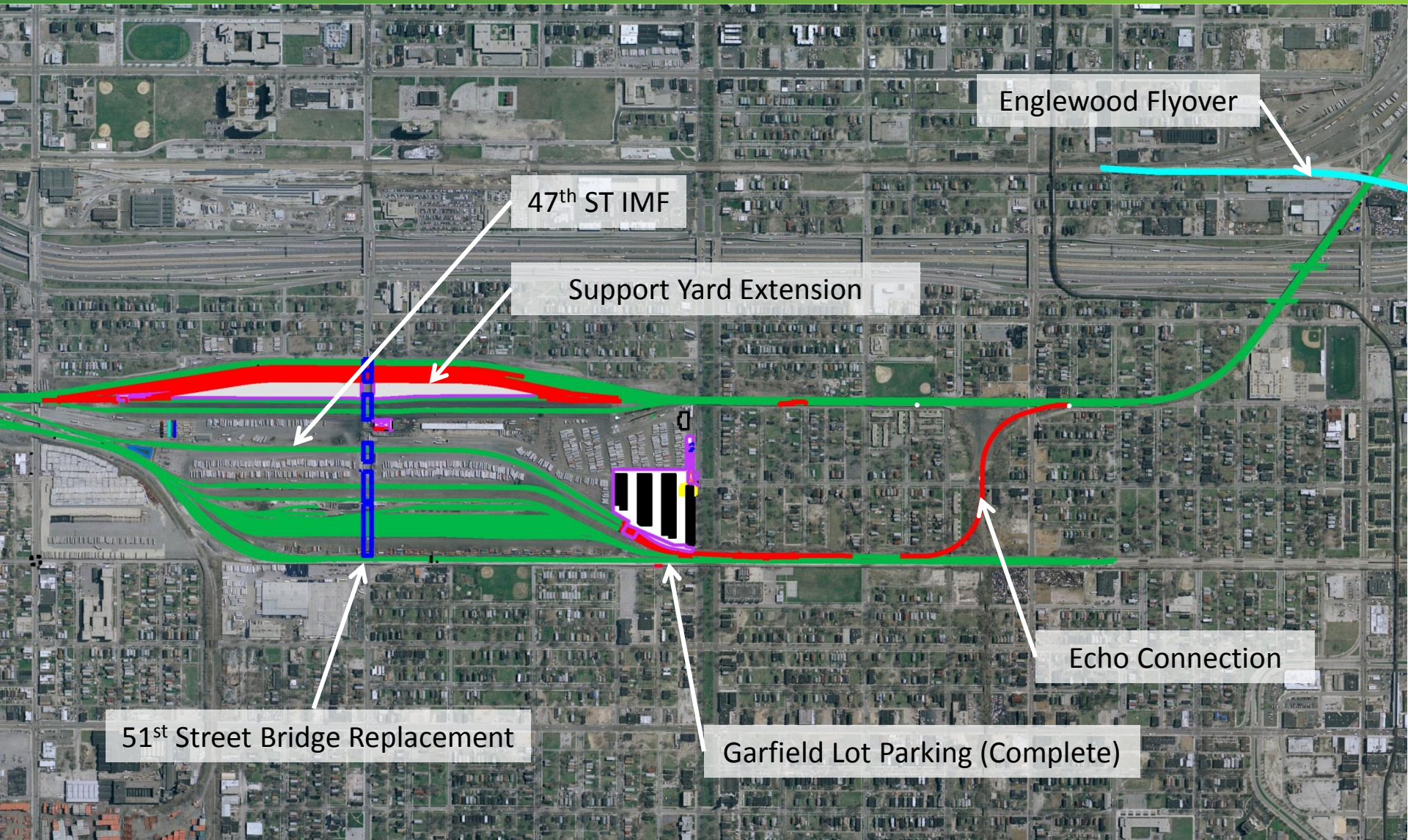
# Chicago IMF and Englewood Flyover



# Chicago – 63<sup>rd</sup> Street Intermodal Facility



# Chicago – 47<sup>th</sup> St Expansion & Echo Connection



Englewood Flyover

47<sup>th</sup> ST IMF

Support Yard Extension

Echo Connection

51<sup>st</sup> Street Bridge Replacement

Garfield Lot Parking (Complete)

# Chicago – 47<sup>th</sup> Street Intermodal Facility



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# 47<sup>th</sup> and 63<sup>rd</sup> St Intermodal Facilities





# Englewood



Metra Flyover

NS

Metra Tracks To Be Removed



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