



HERE'S WHAT THE CRESCENT CORRIDOR WILL DO FOR AMERICA

ECONOMIC DEVELOPMENT

	2020	2030
Job Creation	47,000	73,000
Cumulative Economic Impact	\$16.7 billion	\$39.8 billion

LONG-TERM PUBLIC BENEFITS

	2030	2040
State of Good Repair <i>(Highway maintenance savings)</i>	\$1.2 billion	\$1.9 billion
Livability <i>(Reduced highway congestion savings)</i>	\$7.7 billion	\$11.9 billion
Safety and Security <i>(Accident savings)</i>	\$2.0 billion	\$3.0 billion
Economic Competitiveness <i>(Shipping and logistics cost savings)</i>	\$14 billion	\$21.6 billion
Sustainability <i>(Reduced CO2 emissions and fuel savings)</i>	\$2.0 billion	\$3.1 billion
Cumulative Economic Value	\$35.3 billion	\$55 billion
Benefit Cost Ratio	\$16	\$25

(Return on every \$ invested in Crescent Corridor)

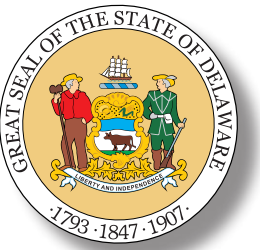
Norfolk Southern Corporation (NYSE: NSC) is a leading North American transportation provider. Its Norfolk Southern Railway subsidiary operates approximately 21,000 route miles in 22 states and the District of Columbia, serves every major container port in the eastern United States, and provides efficient connections to other rail carriers. Norfolk Southern operates the most extensive intermodal network in the East and is a major transporter of coal and industrial products.



FOR MORE INFORMATION ABOUT THE CRESCENT CORRIDOR AND OTHER NORFOLK SOUTHERN PUBLIC-PRIVATE PARTNERSHIPS, PLEASE VISIT WWW.THEFUTURENEEDSUS.COM.



DELAWARE



“Long-haul truck traffic congestion is a growing problem along Interstate 95, and Delaware is no exception. ... The Crescent Corridor will help change this dynamic by diverting long-haul trucks currently traveling through Delaware to rail.”

– DELAWARE GOVERNOR JACK A. MARKELL



NORFOLK SOUTHERN'S CRESCENT CORRIDOR

SAFE, AFFORDABLE, GREEN SOLUTIONS TO AMERICA'S TRANSPORTATION INFRASTRUCTURE CHALLENGES

Delaware and America are facing a transportation infrastructure crisis. Our roads and bridges cannot handle all the traffic forecasted. The U.S. Department of Transportation predicts that demand for freight transportation will increase by 92 percent by 2035.

One solution is to shift some of this freight from the roads to the rails. Shipping by rail is a safe, clean, fuel-efficient, green alternative to building new highways. One train can transport the same amount of freight as nearly 300 trucks. And railroads are three or more times more fuel efficient than trucks – on average moving a ton of freight 436 miles per gallon of fuel.

Norfolk Southern's Crescent Corridor initiative will be one of the single biggest additions of new freight capacity in America since the creation of the Interstate Highway System. The Crescent Corridor is an existing 2,500-mile railroad route from New Jersey to Memphis, and beyond to New Orleans. NS is making infrastructure improvements to create

a high-speed intermodal freight route between the Southeast and Northeast that is competitive with all-highway freight transportation. The railroad is straightening curves, adding passing tracks, improving signal systems, and building and expanding intermodal facilities in Alabama, Pennsylvania, and Tennessee.

Nearly \$2.5 billion in Crescent Corridor projects have been identified, and based on the public benefits that stand to be derived in the form of highway congestion relief, NS plans to implement the Crescent Corridor initiative through a series of public-private partnerships. When the Crescent Corridor initiative is fully implemented, it is anticipated that 1.3 million truckloads of freight will be absorbed from the highways to the rails annually, saving the U.S. 169 million gallons of fuel per year, reducing carbon emissions by 1.9 million tons, and generating a projected 73,000 jobs by 2030 – 47,000 of them by 2020. The Corridor will start handling traffic in 2012, and with shared investment, could reach full capacity by 2021.

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CRESCENT CORRIDOR AT-A-GLANCE

Most comprehensive public-private partnership for improving freight rail transportation in the East

- **Nearly 400 miles** of new passing track and double track
- New or expanded intermodal terminals in **11 markets**
- **\$2.5 billion** in new investment

More options for shippers

- **2,500-mile** rail network from New Jersey to Louisiana, parallel to Interstate highways
- High-speed intermodal freight route will be competitive with all-highway transit times between the Northeast and Southeast

Rail service benefits the environment

- CO2 emissions reduced by **1.9 million tons** annually
- **169 million** gallons of fuel saved annually

13-state economic engine

- **73,000 jobs** by 2030 – 47,000 of them by 2020
- **\$326 million** in new tax revenues annually for states, communities

Safer, less congested roads

- **1.3 million** trucks diverted from highways to rails annually
- **\$575 million** savings in annual congestion costs for motorists
- **\$92 million** savings in annual highway maintenance costs
- **\$146 million** savings in annual accident costs for motorists

113,000 FEWER LONG-HAUL TRUCKS ANNUALLY

on Delaware Interstate highways means safer, less congested roads for motorists, reduced highway maintenance costs for state government, and cleaner air for everyone.



Projected 2020 Interstate Highway Congestion
(Source U.S. Department of Transportation) *
 — Not Congested (LOS A, B)
 — Approaching Congestion (LOS C)
 — Congested (LOS D, E, F)
 - - - Norfolk Southern Crescent Corridor
 ○ Crescent Corridor Terminals
 * The DOT estimates that congestion will increase significantly by 2035. Not all interstate highways or rail lines shown.

DELAWARE & THE CRESCENT CORRIDOR

Norfolk Southern's Crescent Corridor is expected to bring substantial safety, environmental, and economic benefits to Delaware, including the creation or retention of 3,100 green jobs in the next decade.

Each year, the Crescent Corridor should divert more than 113,000 long-haul trucks from Delaware highways to the rails. Moving more freight by rail should save the state nearly \$1 million in congestion-related costs and \$260,000 in accident costs and lower highway maintenance costs by \$200,000 annually. At the same time, it should conserve 300,000 gallons of fuel and eliminate 3,300 tons of CO2 emissions into the atmosphere every year.

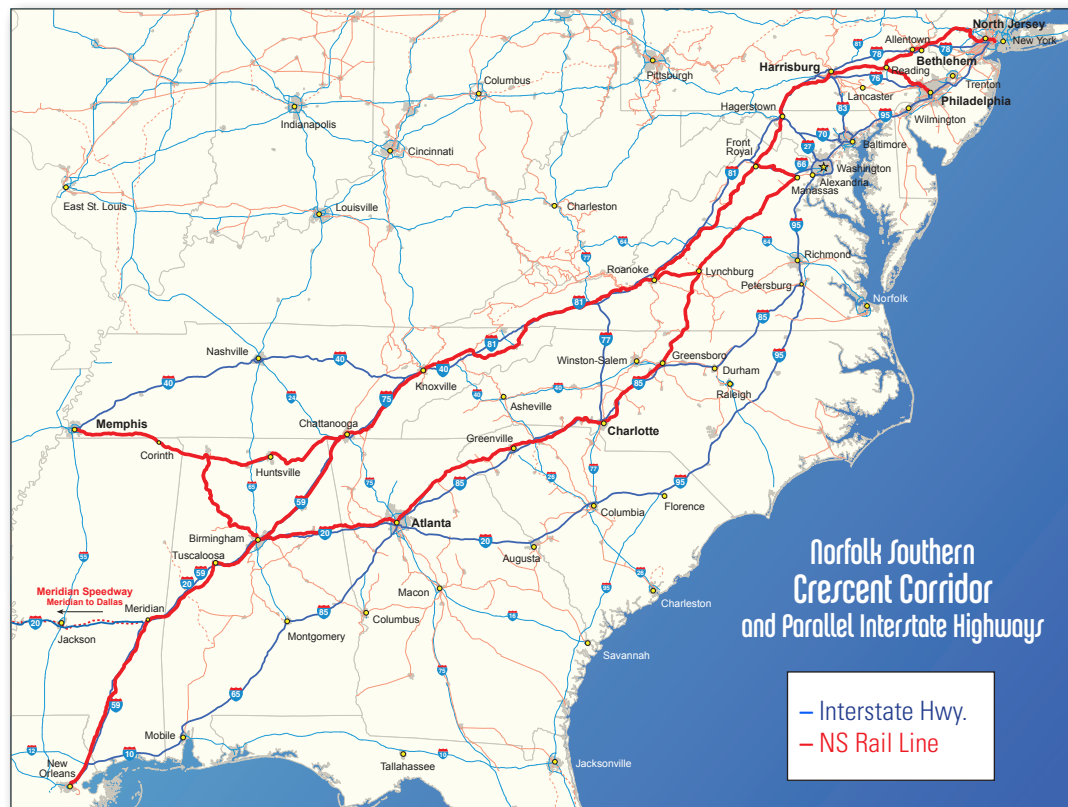
The Crescent Corridor will provide Delaware shippers with a new high-speed intermodal freight option between the Northeast and Southeast that could reduce their logistics costs by nearly \$35 million annually. The planned \$11 million expansion of the Philadelphia Navy Yard intermodal facility, which serves Pennsylvania, Delaware, and New Jersey, is expected to create new employment opportunities and benefit shippers and consumers in the tri-state region.

BENEFITS FOR DELAWARE

- **3,100** jobs for Delaware over the next decade
- **\$1 million** less in annual congestion costs for Delaware motorists
- **\$35 million** in annual logistics savings for Delaware businesses
- **113,000** fewer long-haul trucks annually on Delaware highways
- **\$200,000** less in annual highway maintenance costs for Delaware
- **300,000** fewer gallons of fuel consumed annually on Delaware highways
- **\$260,000** less in annual accident costs for Delaware motorists
- **3,300** fewer tons of CO2 released annually into Delaware's air

NORFOLK SOUTHERN SERVICE FOR DELAWARE

- 203 route miles
- 90 employees
- \$6.5 million annual payroll
- \$7.5 million in annual purchases and payments



Norfolk Southern Crescent Corridor and Parallel Interstate Highway
 — Interstate Hwy.
 — NS Rail Line