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**James A. Squires**  
Chairman President and  
Chief Executive Officer

September 27, 2021

The Honorable Martin J. Oberman  
Chairman  
Surface Transportation Board  
395 E Street, SW  
Washington, DC 20423-0001

Dear Mr. Chairman:

Thank you for your letter of September 20, 2021 congratulating Norfolk Southern on our recently launched less-than-carload service. This new service, which we call Thoroughbred Freight Transfer, began in July in the Chicago-Atlanta-Miami corridor and has since been expanded to connect Croxton, New Jersey with Chicago and Atlanta. It is designed to compete with truck in these markets by giving our customers a door-to-door solution to their transportation needs.

We sincerely appreciate your wishes for our success in implementing this service and expanding it to other markets. Initiatives like Thoroughbred Freight Transfer are important to executing our growth strategy. As you noted, shifting freight from truck to rail creates significant public benefits, including fewer emissions and safer highways. We will be pleased to keep you updated as our efforts on this and other truck conversion initiatives progress.

Our team enjoyed hosting you in Chicago earlier this month. There is nothing else like seeing the operation of the railroad in person, and we are delighted that you enjoyed your visit. We look forward to opportunities to host you elsewhere on our railroad in the future.

Sincerely,

cc: Alan Shaw  
Ed Elkins