

2026 NRC Annual Conference

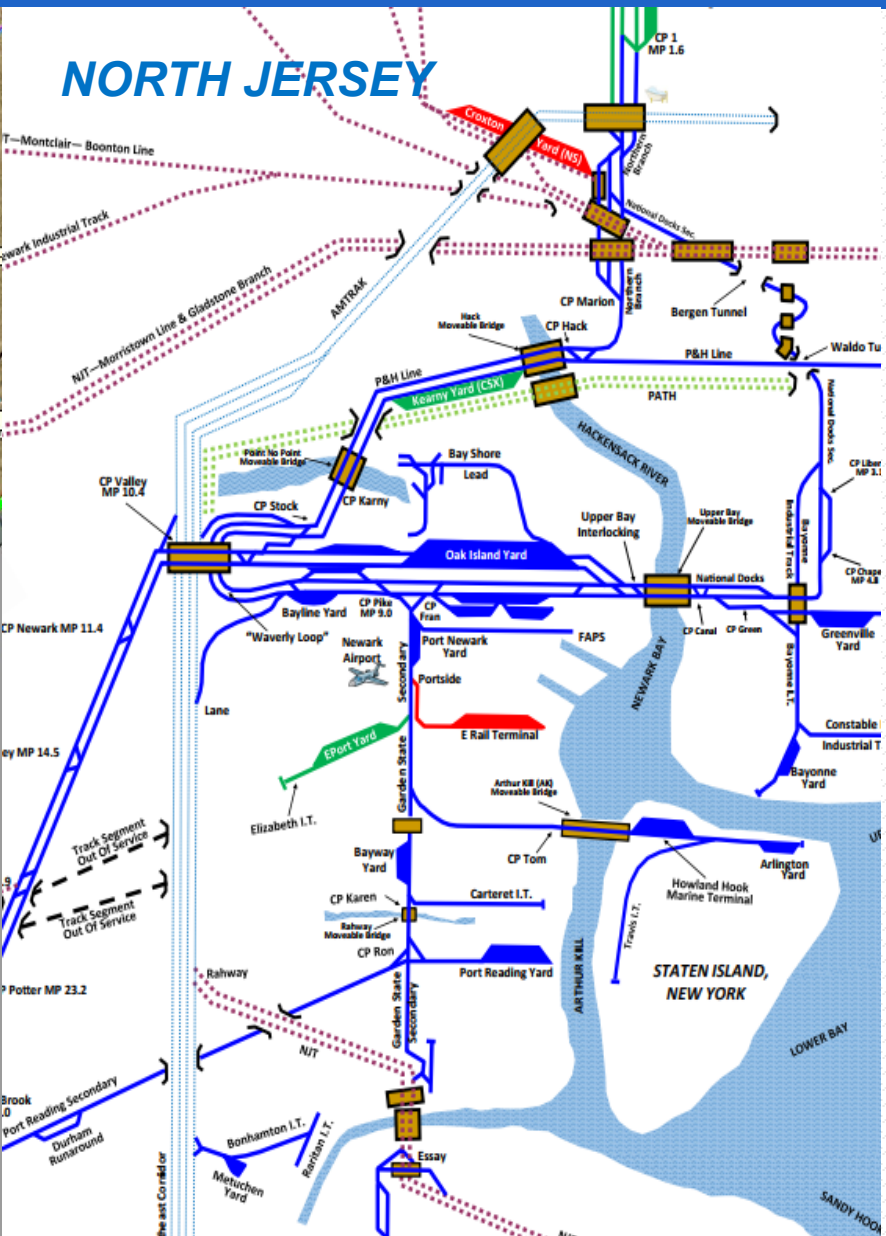
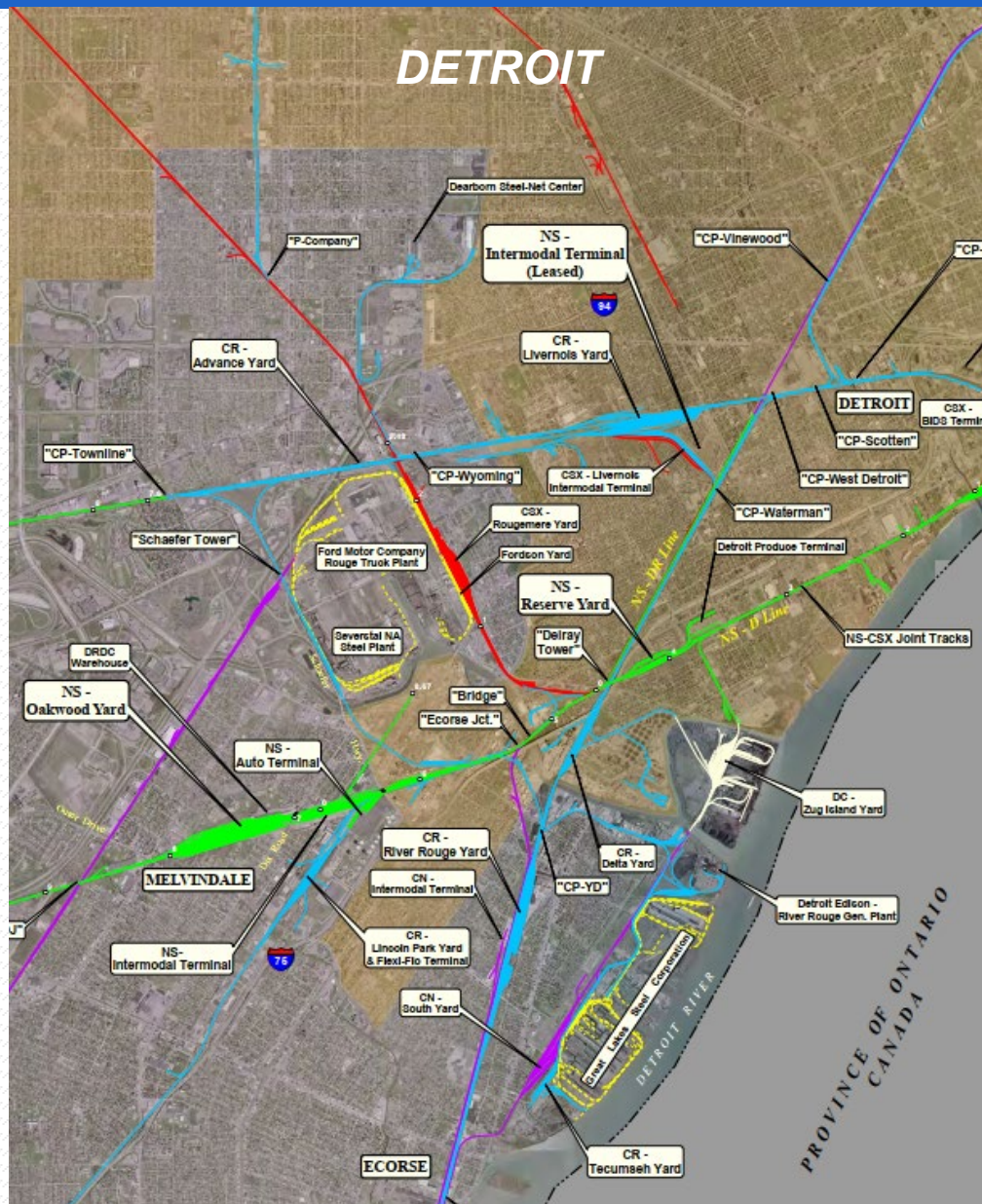
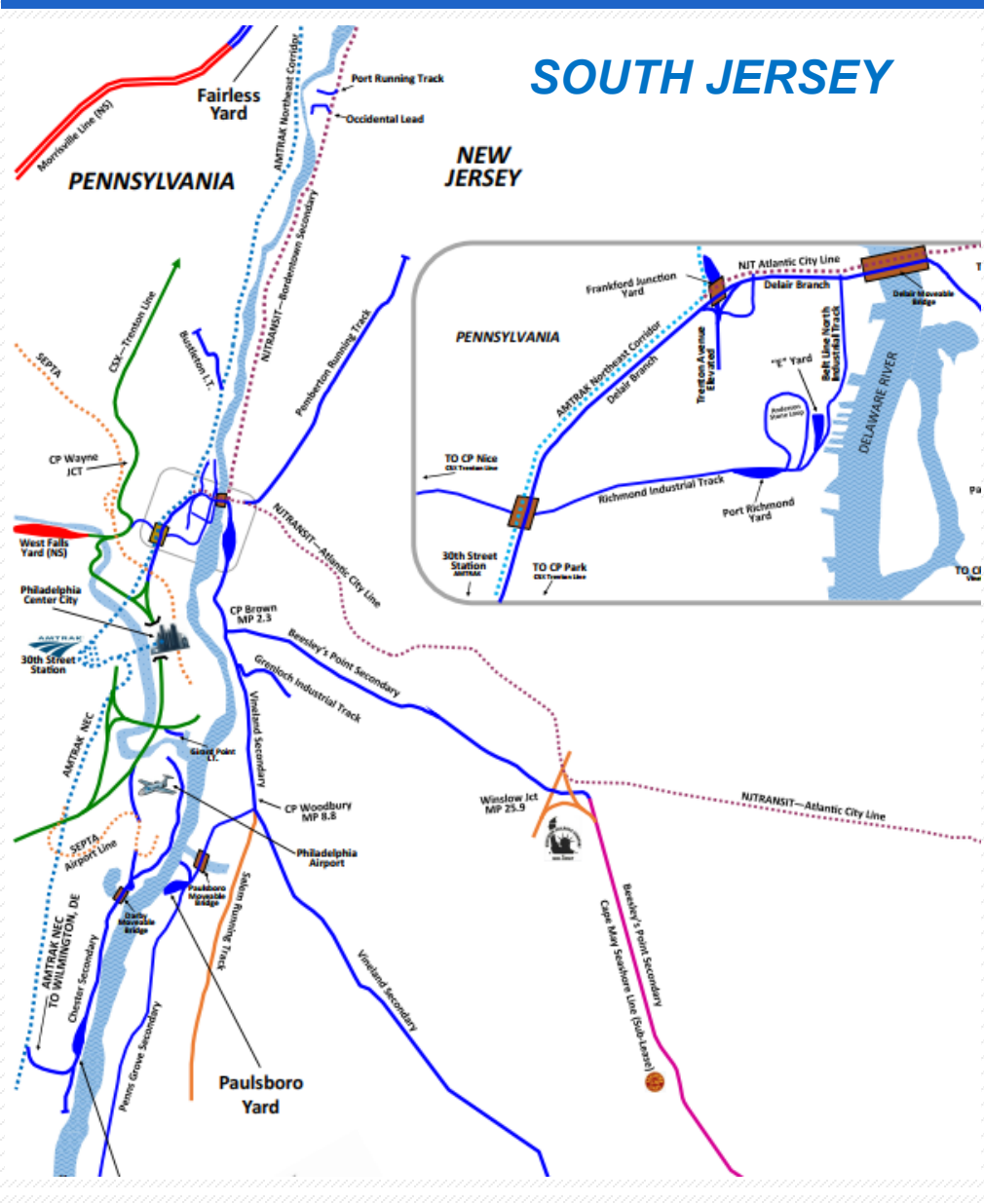
Brian Gorton, President & Chief Operating Officer



Conrail Locations



Conrail Locations



Conrail – By the Numbers

- 920 Employees
- 1.05 Million Carloads Handled Annually
- 3 Classification Yards
- 22 Serving Yards (4-DT, 9-NJ, 9-SJ)
- 3 Conrail operated auto loading facilities in North Jersey
- 31 Freight customers served along Amtrak's Northeast Corridor between Philadelphia, PA and Newark, NJ
- 1,214.26 Route Miles
- 128 Signaled Route Miles (5.5 PTC)
- 68 Interlockings
- 392 Power Switch Machines
- 2,435 Turnouts
- 811 Bridges
- 11 Moveable Bridges
- 2 Tunnels
- 410 Culverts
- 810 Grade Crossings

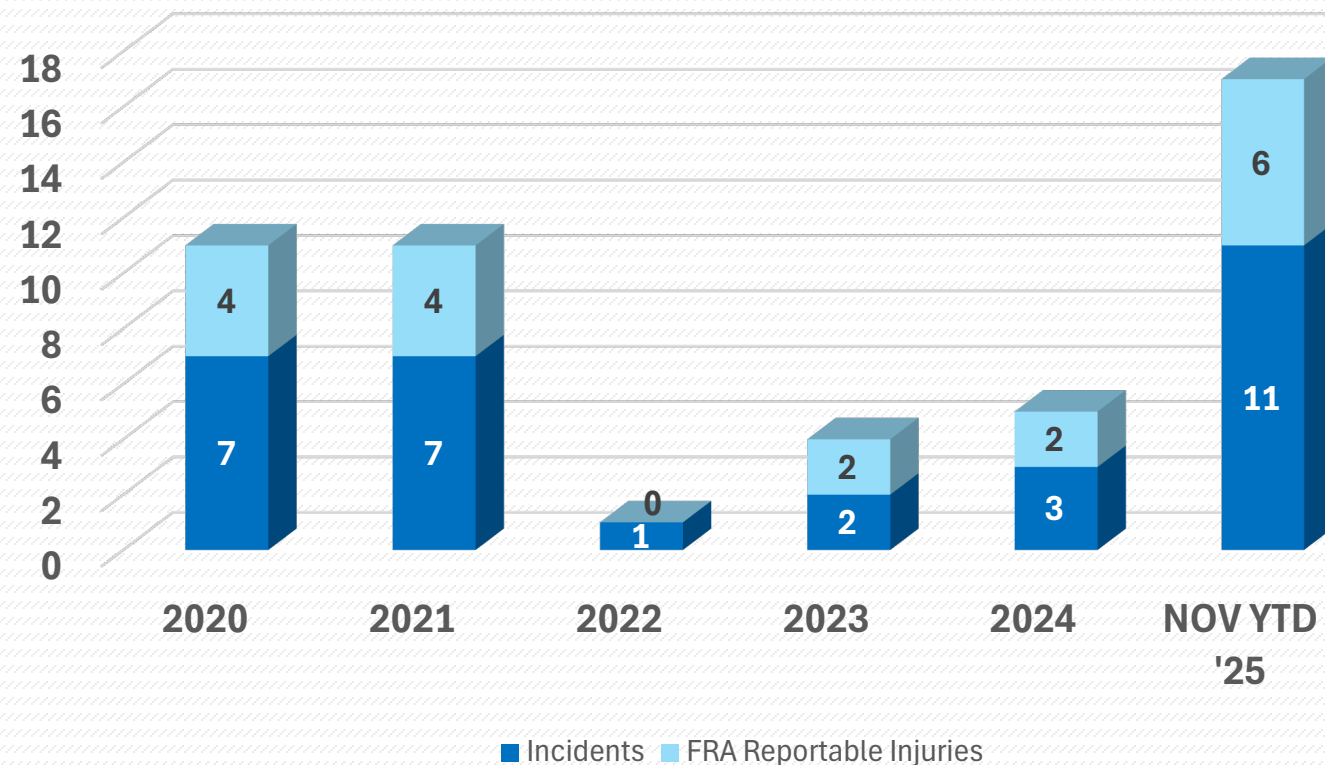
Safety at Conrail

- ASLRRA President's Award Winner 4 Years in a row (since 2021)
- Everything we do is driven by Conrail's Core Principles:
Safety, Service, Value, and Leadership

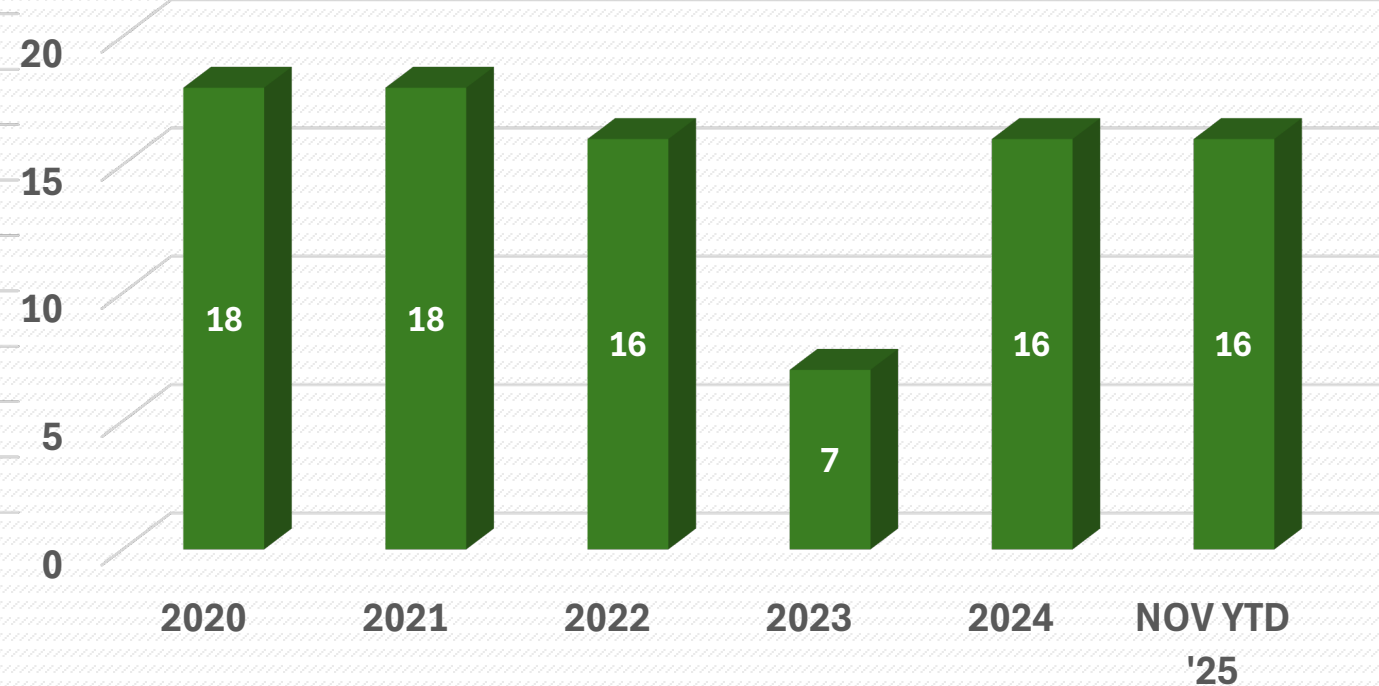


American Short Line and
Regional Railroad Association

Incidents & FRA Reportable Injuries



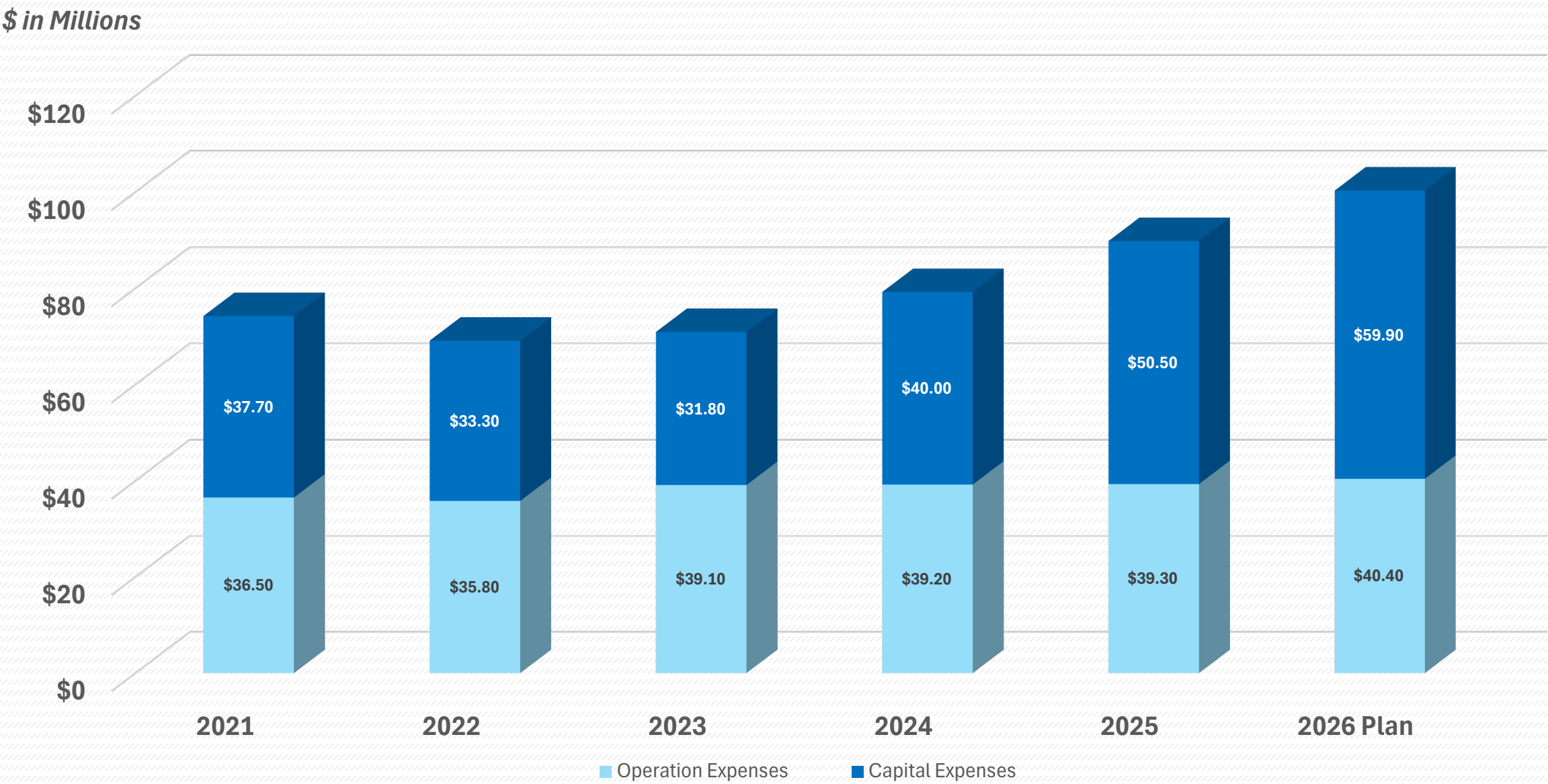
Track & Signal Caused Derailments



Organizational Structure

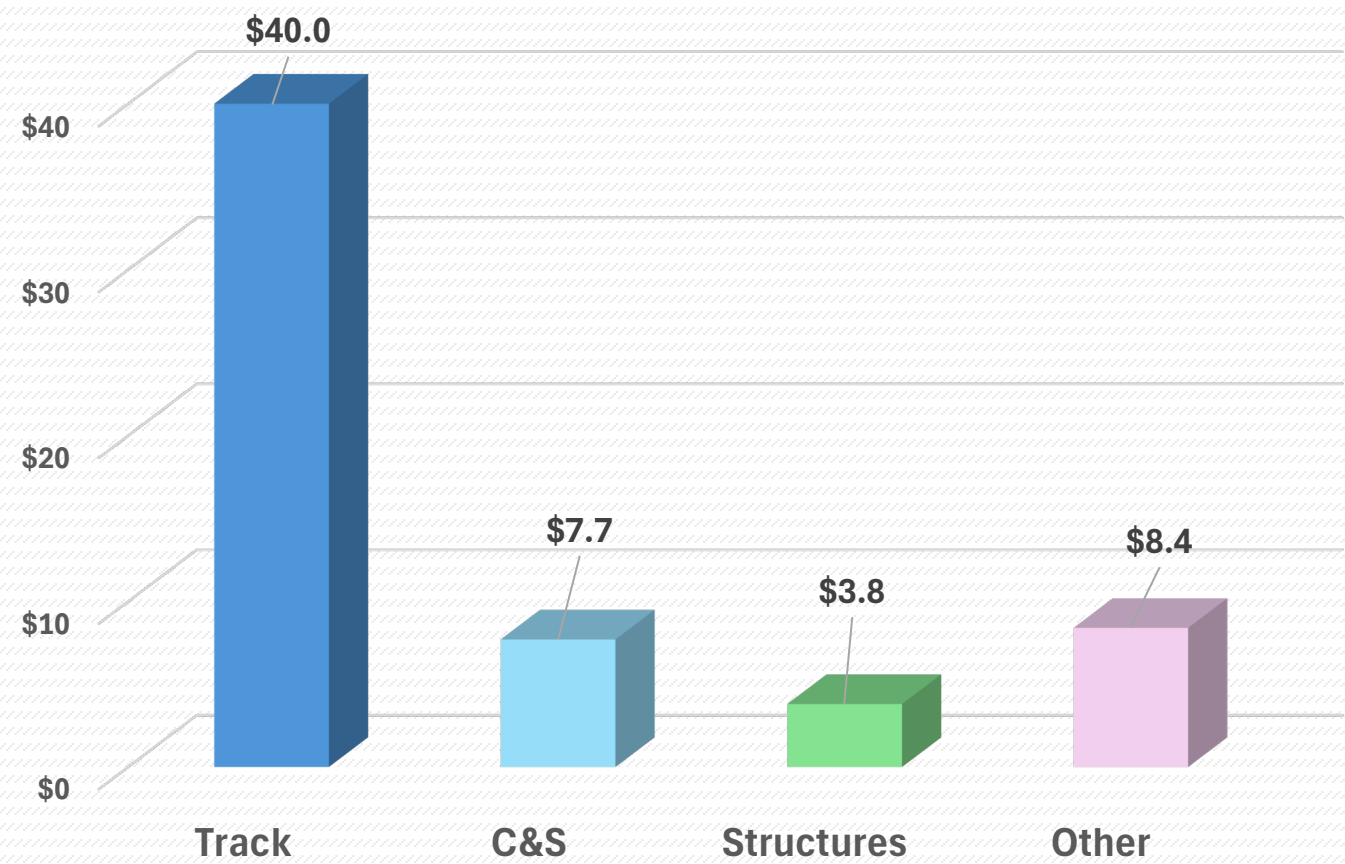
- Engineering:
 - Maintenance of Way – Track and Structures
 - C&S – Communications and Signals
 - D&C - Design & Construction (Billable & Capital Projects)
- Majority of Contract Management and Purchasing functions and facilitated through Norfolk Southern Purchasing Team:
 - Conrail's Purchasing Process:
 - ✓ Employee issues a Shopping Cart for items
 - ✓ Internal Approval stage (Multiple levels depending on dollar amount)
 - ✓ NS requestor to review/issue an RFQ if material contract in not in place
 - ✓ Purchase Order Number is issued to vendor
 - ✓ Vendor sets up logistics once material is available, contacts shipper
 - ✓ Shipping company contacts Conrail employee to schedule delivery

Capital and Expense History

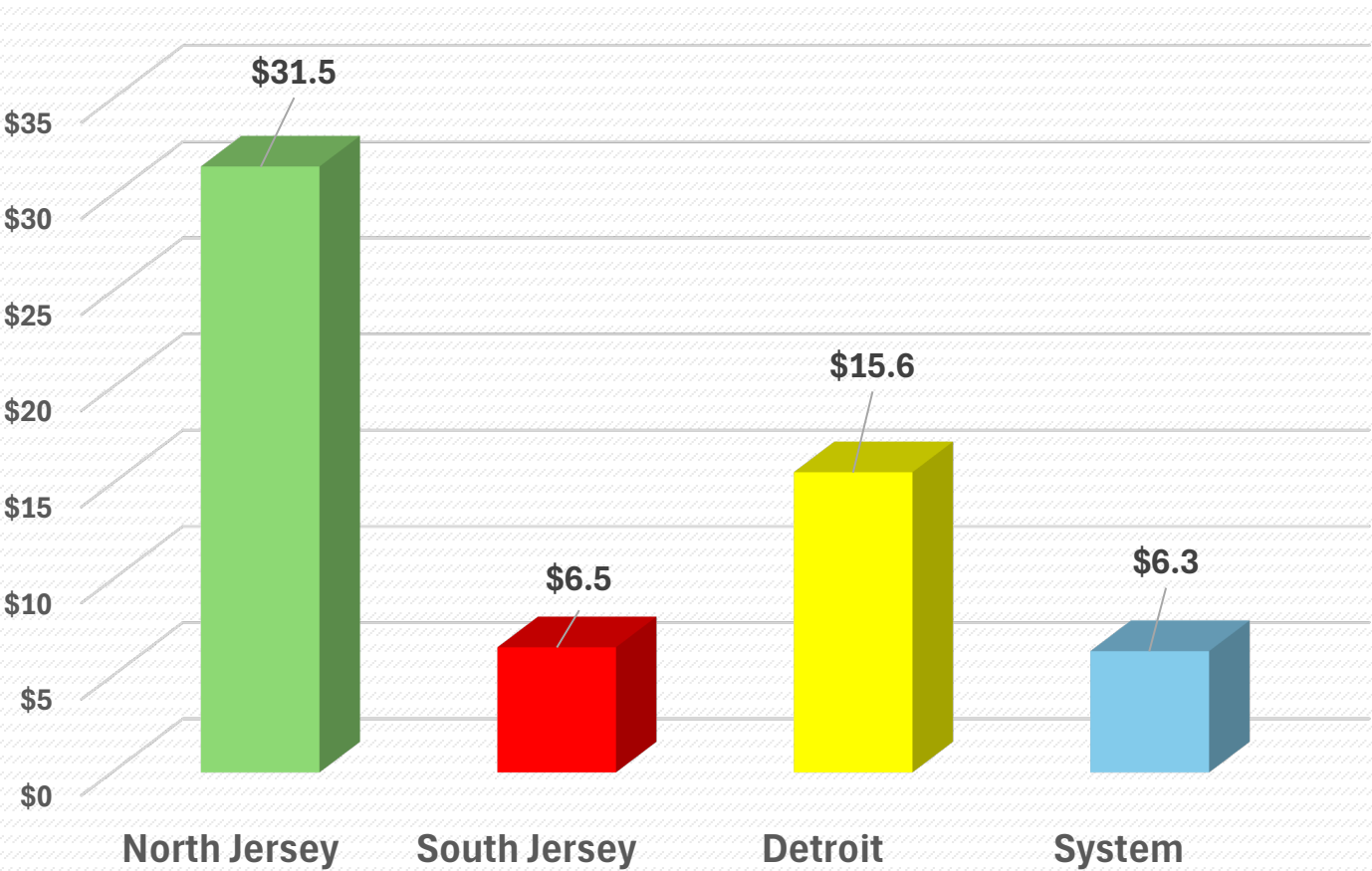


2026 Capital by the Numbers

2026 Capital Spend By Department:

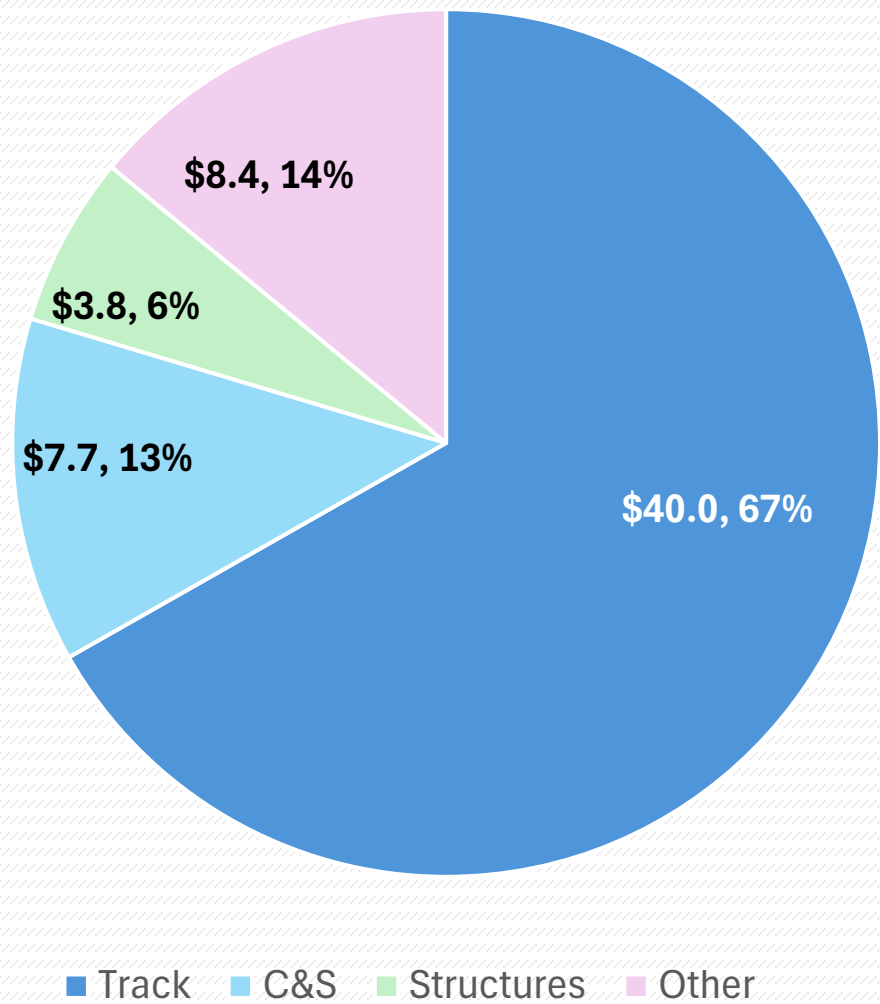


2026 Capital Spend By Location:

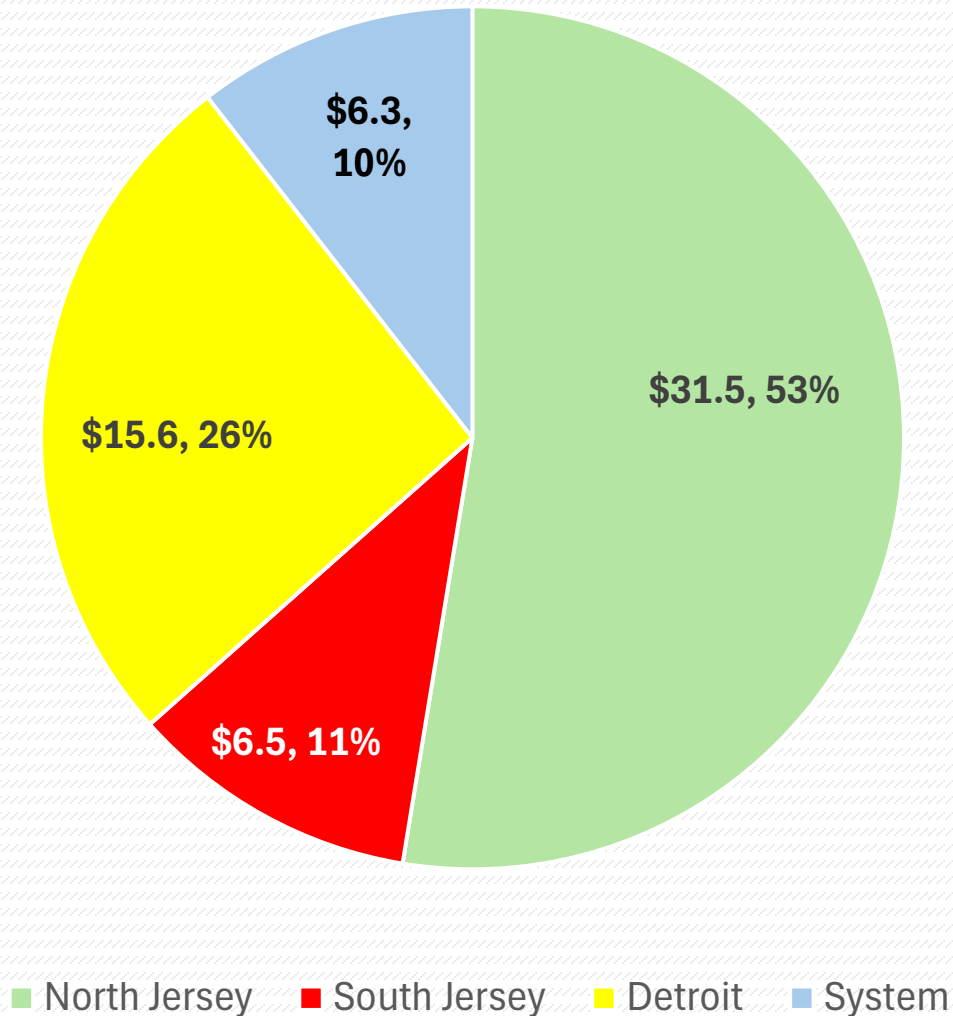


2026 Capital by the Numbers

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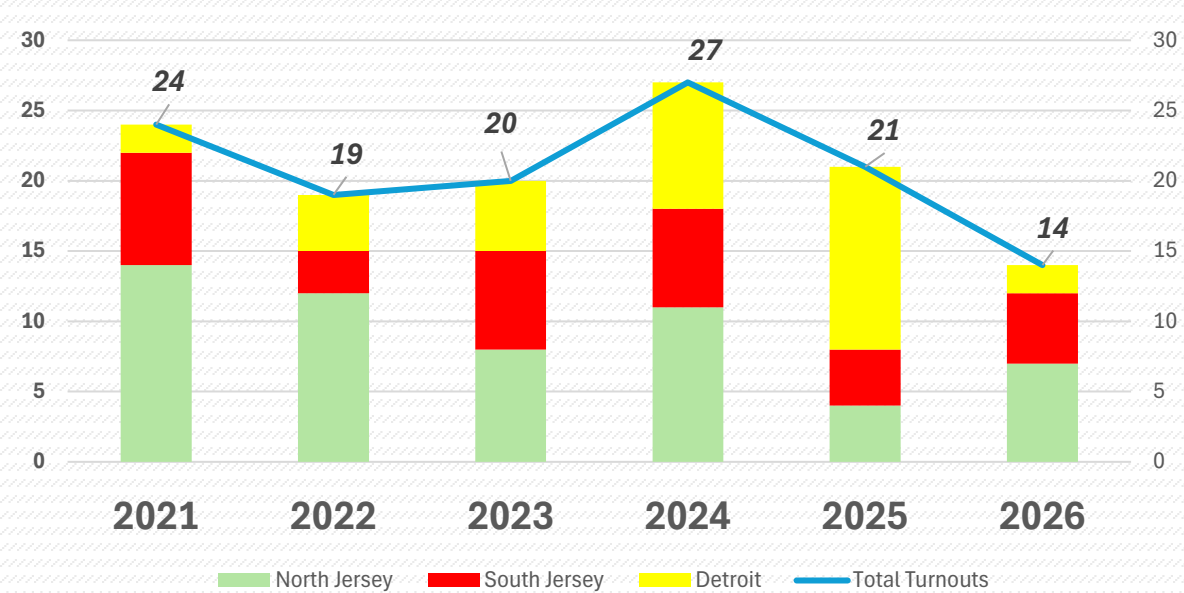


2026 Capital Spend By Location:

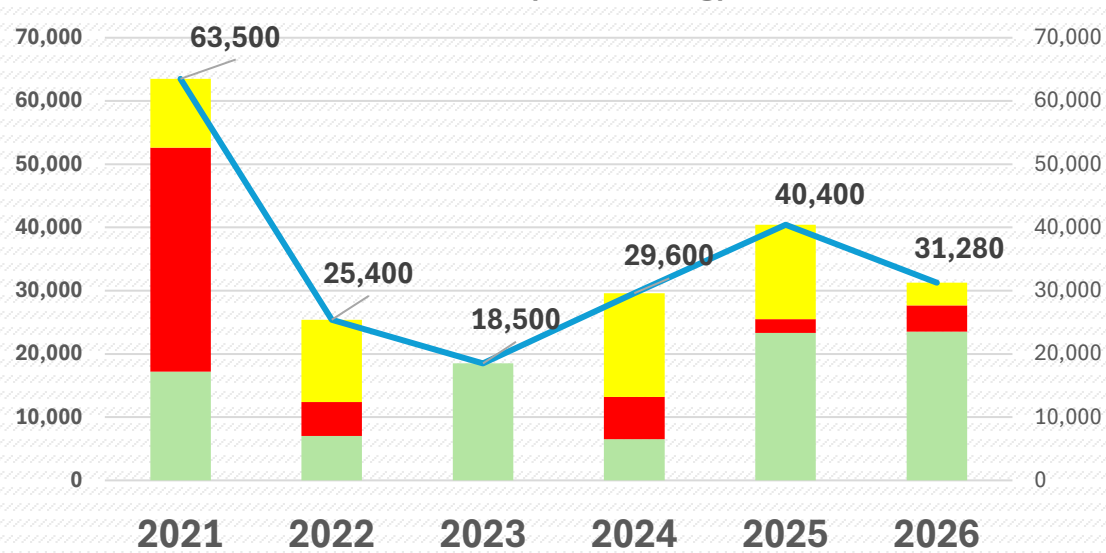


Production Ties, Rail and Turnouts History & 2026 Plan:

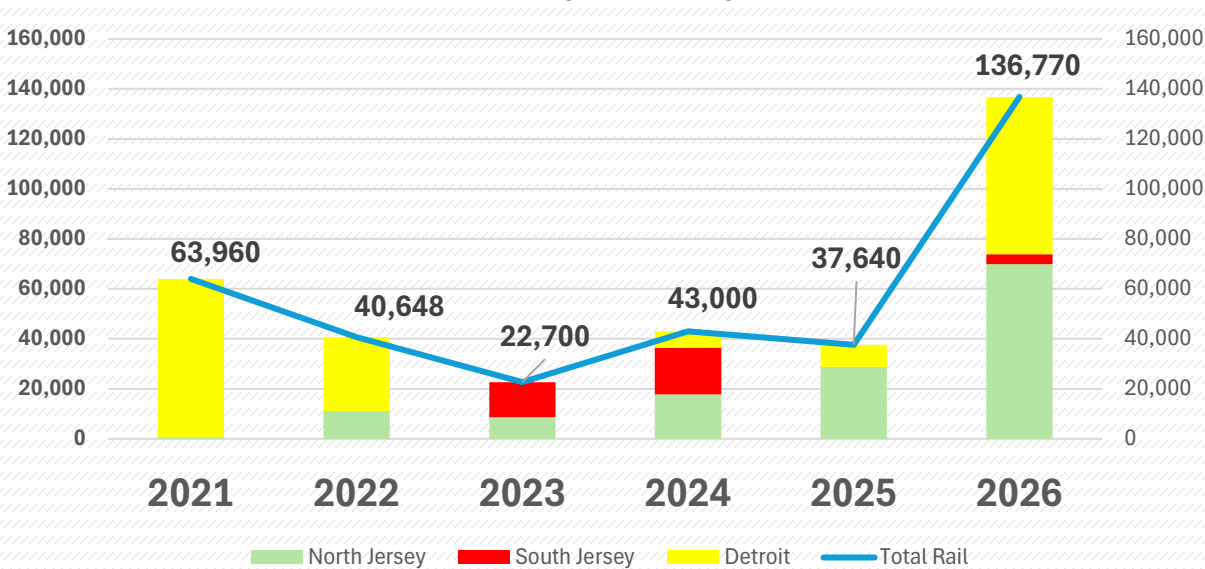
Turnouts



Ties (& Surfacing)



Rail (Liner Feet)



Conrail – Maintenance Responsibilities

- \$2.1 Million Grade Crossing Renewals
- \$750K Rail Welding Services
- \$1.0 Rail Health (Testing, Grinding, Friction Management)
- 833.25 Miles of Rail Testing
- 857.01 Miles of Geometry Testing
- 340.6 Miles of Crosstie Quality Scanning
- 143.4 Miles of Ballast Maintenance (Undercutting & Ballast Shoulder Cleaning)
- 1,346 Tons of Ballast
- \$1.0M Terminal & Facilities Maintenance
- \$7.0M Equipment & Fleet Investment
- \$2.0M Vegetation & Brush Control

Thank You

