



Ann A. Adams, Ph.D.

*Executive Vice President &
Chief Transformation Officer*

- Appointed CTO in 2019
- Leading efforts to drive collaboration and innovation at Norfolk Southern

Annie Adams is EVP and Chief Transformation Officer at Norfolk Southern Corporation. Since 1827, Norfolk Southern has safely moved the goods and materials that drive the U.S. economy. Today, it operates a customer-centric and operations-driven freight transportation network that serves a majority of the country's population and manufacturing base, with connections to more than 54 inland, lake, river, and sea ports. Committed to furthering sustainability, Norfolk Southern helps its customers avoid approximately 15 million tons of yearly carbon emissions by shipping via rail. The railroad's dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, operate the most extensive intermodal network in the eastern US, and originate more automotive traffic than any other Class I Railroad.

Appointed EVP & Chief Transformation Officer in 2019, Adams has been driving transformation initiatives across Norfolk Southern and currently oversees the company's Information Technology, Human Resources, Labor Relations, and Sustainability departments. She also led the cross-functional team tasked with relocating Norfolk Southern's corporate headquarters to Atlanta, including the design and construction of its state-of-the-art \$575 million campus, designed to boost collaboration and innovation.

Adams joined the company in 2001 as Manager Human Resources. Since then, she has served in HR and planning roles and was named Vice President Human Resources in March 2016.

Adams is a member of the American Psychological Association and the Society for Industrial and Organizational Psychology. She serves on the boards of the Midtown Improvement District and the Woodruff Arts Center in Atlanta and Specialty Building Products in Duluth, Georgia.

Adams earned a bachelor's in psychology from Davidson College, as well as a master's and a Ph.D. in industrial/organizational psychology from Rice

University. She also completed the General Management Program at Harvard Business School.