



Cynthia M. Sanborn
Executive Vice President and Chief Operating Officer

Cindy Sanborn is Norfolk Southern's Executive Vice President and Chief Operating Officer.

In her role, Sanborn, oversees all aspects of operations – including transportation, mechanical, and engineering – and is responsible for ensuring safe, efficient, and reliable train service. A key focus is advancing NS' brand of precision scheduled railroading, ensuring close collaboration with customers and supporting opportunities for business growth.

Sanborn has more than three decades of experience in the rail industry. Prior to joining Norfolk Southern in September 2020, Sanborn held leadership roles in operations at Union Pacific Railroad, including vice president of network planning and operations. Before that, Sanborn held various senior management positions at CSX Corporation during 30 years of service. In 2015, while at CSX, she became the first woman appointed to an executive operating leadership role at a US Class I railroad, being named executive vice president and COO.

Sanborn, a native of Jacksonville, FL holds a BA degree in Math/Computer Science from Emory University in Atlanta. She earned an MBA from the University of Miami. Professional training she has completed includes Kellogg Executive Development Program in 2007 and in 2013 the Center for Creative Leadership – Leadership at the Peak.

Currently, Sanborn serves on the Emory Board of Trustees and is Chair of the Executive Compensation & Conflict of Interest Committee; she is AAR – SOMC Chair; and is a board member of MxV Rail.