



# Wolfe Research Conference

Norfolk Southern Update

May 24, 2022

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# Forward-Looking Statements / Non-GAAP Measures

This presentation contains forward-looking statements within the meaning of the safe harbor provision of the Private Securities Litigation Reform Act of 1995, as amended. These statements relate to future events or future performance of Norfolk Southern Corporation's (NYSE: NSC) ("Norfolk Southern," "NS" or the "Company"), including but not limited to statements regarding future financial performance and anticipated results, benefits, and targets related to the strategic plan. In some cases, these forward-looking statements may be identified by the use of words like "will," "believe," "expect," "targets," "anticipate," "estimate," "plan," "consider," "project," and similar references to the future. The Company has based these forward-looking statements on management's current expectations, assumptions, estimates, beliefs, and projections. While the Company believes these expectations, assumptions, estimates, and projections are reasonable, forward-looking statements are only predictions and involve known and unknown risks and uncertainties, many of which involve factors or circumstances that are beyond the Company's control, including but not limited to: general North American and global economic conditions; changes in energy prices and fuel markets; uncertainty surrounding timing and volumes of commodities being shipped; changes in laws and regulations; uncertainties of claims and lawsuits; labor disputes; transportation of dangerous goods; effects of changes in capital market conditions; severe weather; and the impact of the COVID-19 pandemic on us, our customers, our supply chain and our operations. These and other important factors, including those discussed under "Risk Factors" in the Annual Report on Form 10-K for the year ended December 31, 2021, filed with the Securities and Exchange Commission (the "SEC"), as well as the Company's subsequent filings with the SEC, may cause actual results, benefits, performance, or achievements to differ materially from those expressed or implied by these forward-looking statements. Please refer to these SEC filings for a full discussion of those risks and uncertainties we view as most important.

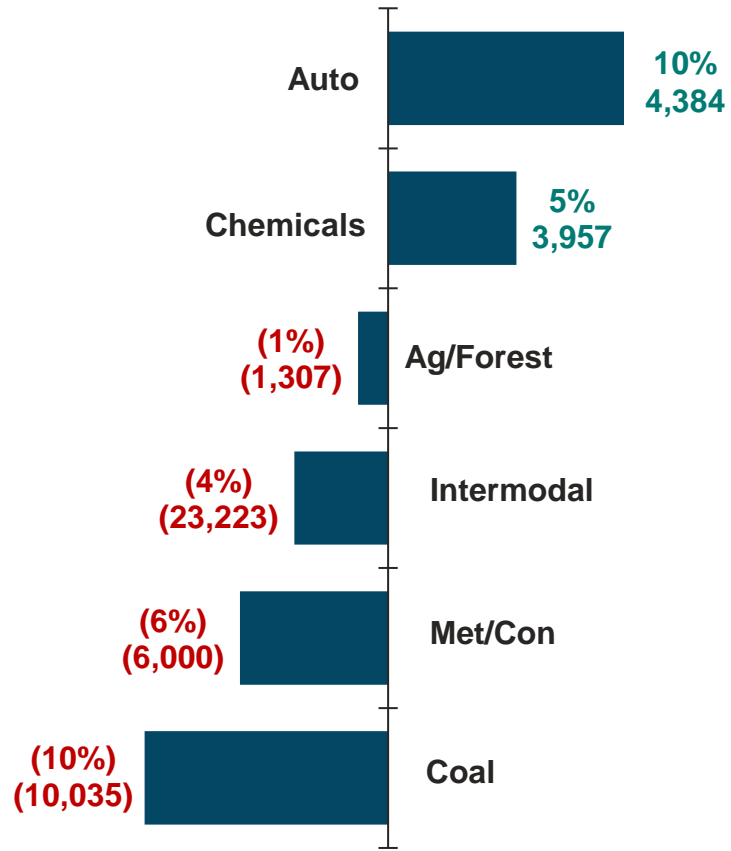
Forward-looking statements are not, and should not be relied upon as, a guarantee of future events or performance, nor will they necessarily prove to be accurate indications of the times at or by which any such events or performance will be achieved. As a result, actual outcomes and results may differ materially from those expressed in forward-looking statements. We undertake no obligation to update or revise forward-looking statements, whether as a result of new information, the occurrence of certain events or otherwise, unless otherwise required by applicable securities law.

In addition to disclosing financial results in accordance with U.S. GAAP, the accompanying presentation contains non-GAAP financial measures. These non-GAAP measures should be viewed as a supplement to and not a substitute for our U.S. GAAP measures, and the financial results calculated in accordance with U.S. GAAP and reconciliations from these results should be carefully evaluated. All reconciliations to the most directly comparable financial measures calculated and presented in accordance with U.S. GAAP can be found on our website at [www.norfolksouthern.com](http://www.norfolksouthern.com) on the Invest in NS page under Events for this event.

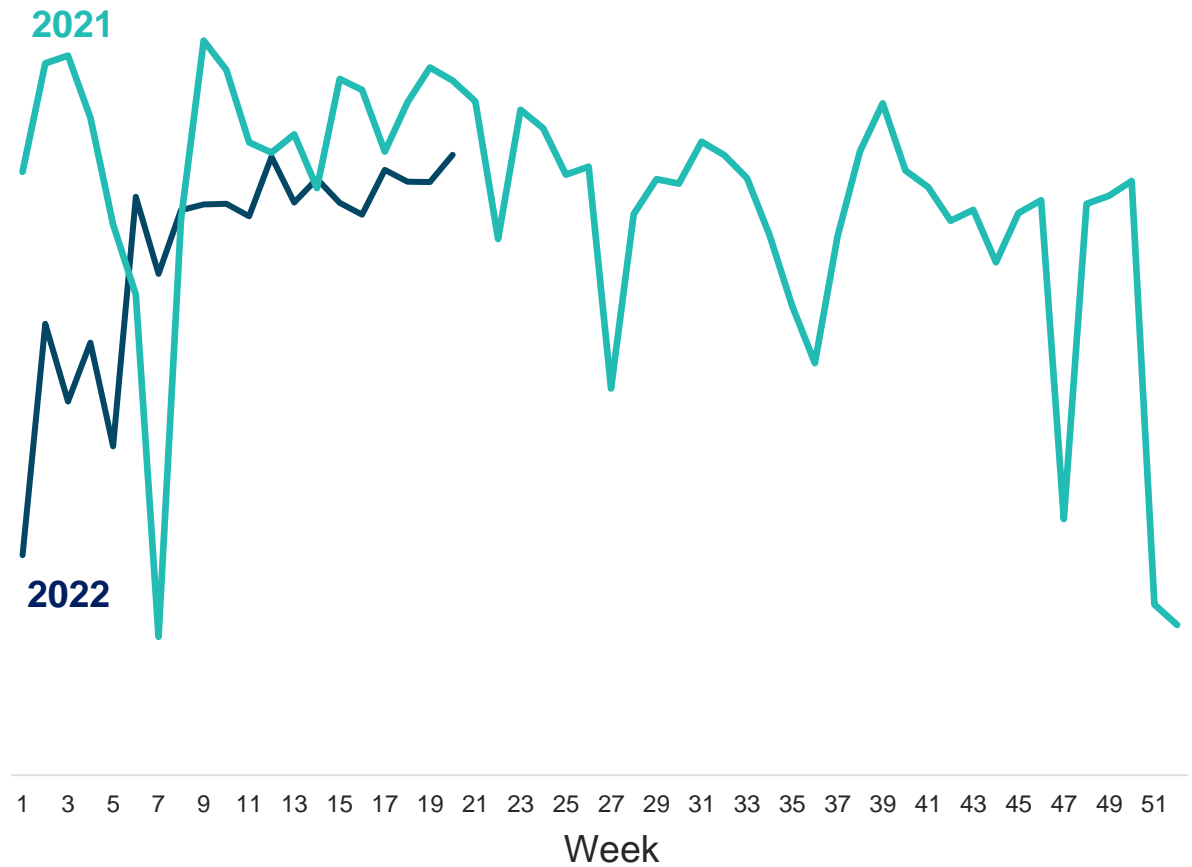
# Quarter-to-date Volumes Constrained

Demand environment remains strong

AAR 2QTD 2022 vs. 2021  
Down **3%** QTD



Weekly Carloads



# 2022 Market Outlook

## MERCHANDISE

- Agricultural Demand
- US Light Vehicle Production
- Construction and Manufacturing Strength

## INTERMODAL

- Sustained Consumer Demand
- Tight Truck Capacity
- Supply Chain Congestion

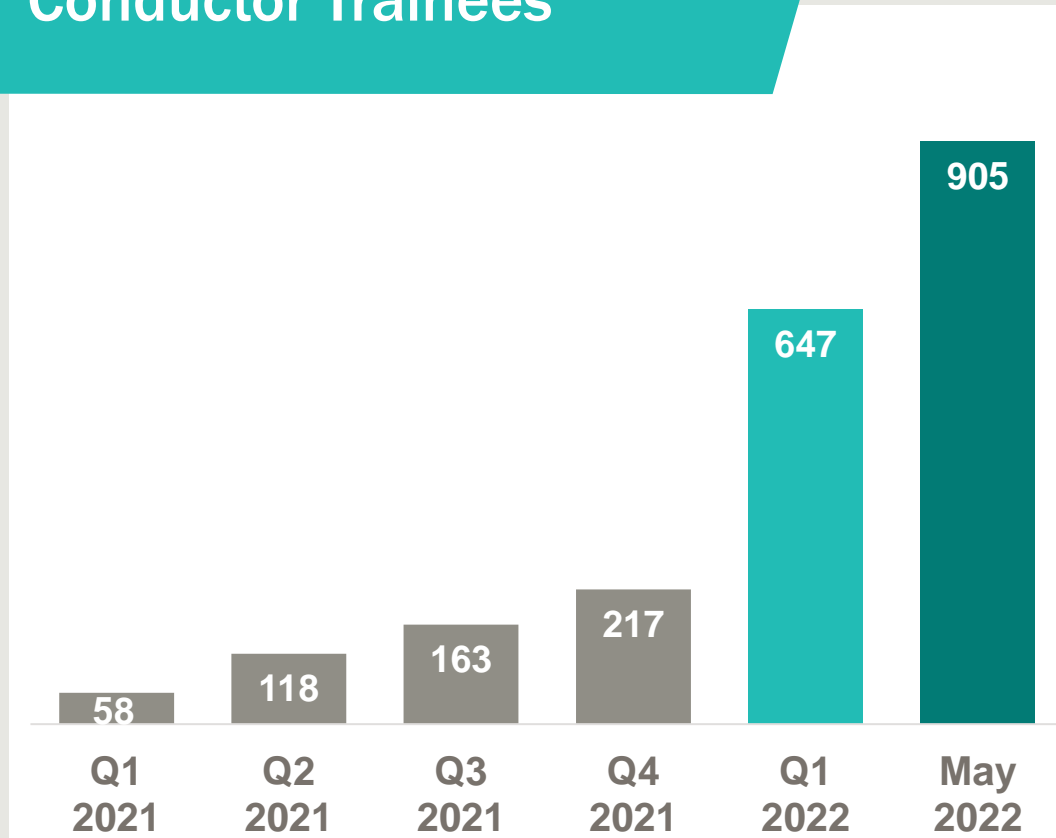
## COAL

- Seaborne Coal Prices
- Increased Demand
- Coal Supply

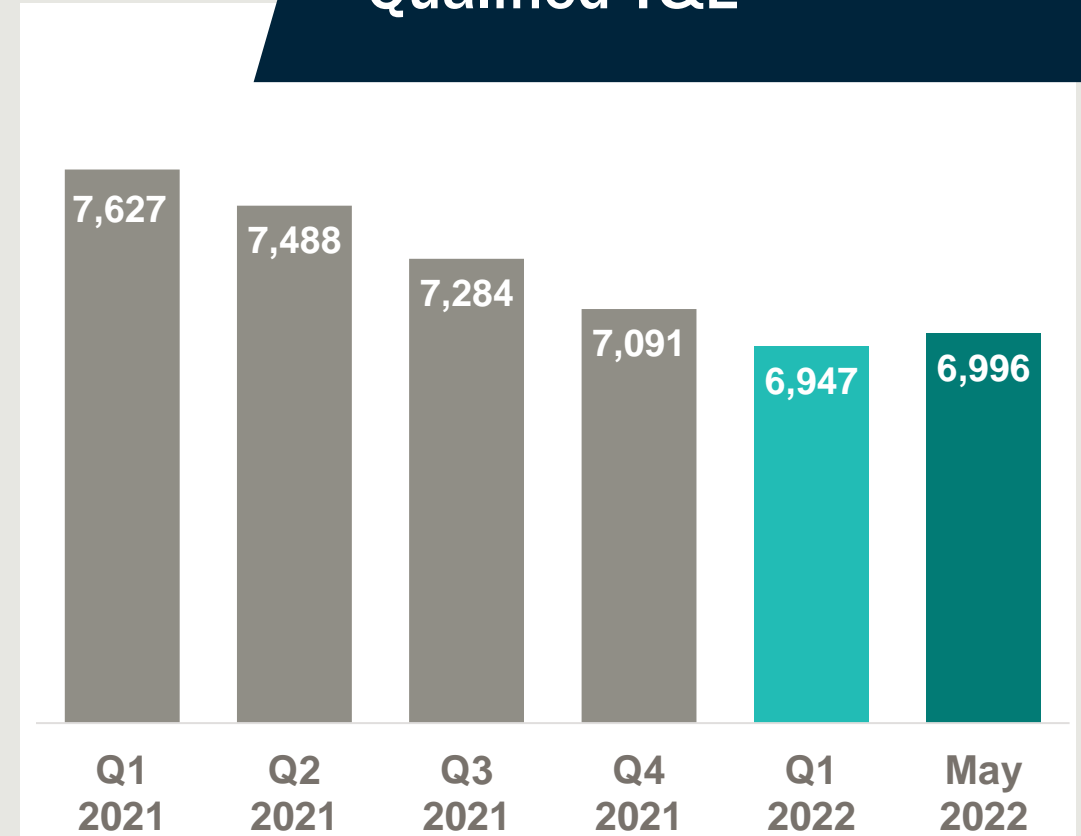


# T&E Workforce Update

## Conductor Trainees



## Qualified T&E



THOROUGHbred OPERATING PLAN

# TOP|SPG

SERVICE•PRODUCTIVITY•GROWTH

## Service

- Simplification
- Balance

## Productivity

- Train size
- Fuel

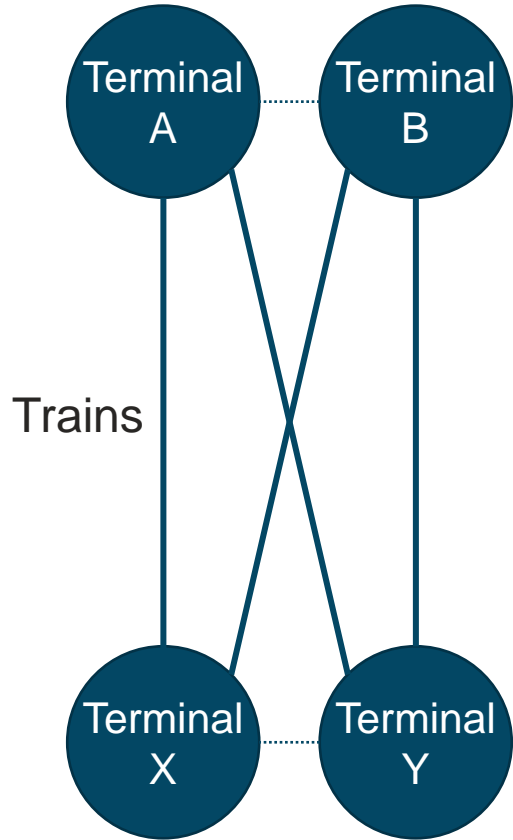
## Growth

- Leveraging Franchise Strengths
- Delivering Strong Service Product

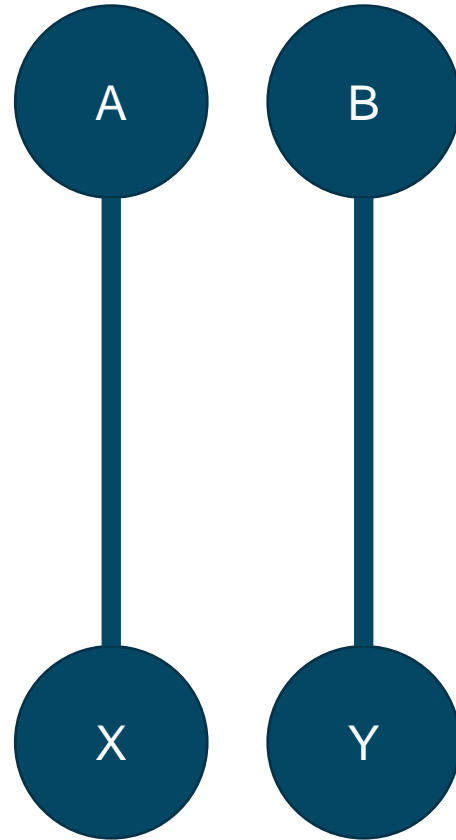


# Illustrative Intermodal Example

Current



TOP|SPG



- ▶ **Simple**
- ▶ **Executable**
- ▶ **Consistent**



## Customer-Centric | Operations-Driven

Powerful Network

Best-in-Class Customers

Strong, Dedicated Team

Premier Intermodal Franchise

Sustainability Advantage





**Thank you.** [www.norfolksouthern.com](http://www.norfolksouthern.com)