

Reconciliation of Non-GAAP Financial Measures

Information presented by James A. Squires, Alan H. Shaw, and Mark R. George during NS' first quarter earnings conference call on April 29, 2020 (posted elsewhere on our website) included non-GAAP financial measures, as defined by Securities and Exchange Commission Regulation G. Non-GAAP financial measures should be considered in addition to, not as a substitute for, the financial measures reported in accordance with U.S. generally accepted accounting principles (GAAP).

Consolidated Statements of Income - excluding loss on asset disposal¹

(\$ in millions except per share amounts)

	First Quarter		
	2020 (GAAP)	Loss on asset disposal	2020 excluding impact of charge (Non-GAAP ¹)
Railway operating expenses			
Compensation and benefits	\$ 622	\$ -	\$ 622
Purchased services and rents	403	-	403
Fuel	189	-	189
Depreciation	292	-	292
Materials and other	166	-	166
Loss on asset disposal	<u>385</u>	<u>(385)</u>	<u>-</u> ¹
Total railway operating expenses	<u>\$ 2,057</u>	<u>\$ (385)</u>	<u>\$ 1,672</u> ¹
Income from railway operations	<u>\$ 568</u>	<u>\$ 385</u>	<u>\$ 953</u> ¹
Income before income taxes	\$ 436	\$ 385	\$ 821 ¹
Income taxes	<u>55</u>	<u>97</u>	<u>152</u> ¹
Net income	<u>\$ 381</u>	<u>\$ 288</u>	<u>\$ 669</u> ¹
Earnings per share - diluted	<u>\$ 1.47</u>	<u>\$ 1.11</u>	<u>\$ 2.58</u> ¹
Railway operating ratio (%)	78.4	(14.7)	63.7 ¹

Revenue Per Unit

First Quarter	2020	2019	Change	% Change
Total revenue per unit	\$ 1,556	\$ 1,490	\$ 66	4%
Less: Fuel surcharge revenue per unit	<u>78</u>	<u>80</u>	<u>(2)</u>	-3%
Revenue per unit less fuel surcharge revenue ²	<u>\$ 1,478</u>	<u>\$ 1,410</u>	<u>\$ 68</u>	5%
Merchandise revenue per unit	\$ 2,939	\$ 2,819	\$ 120	4%
Less: Fuel surcharge revenue per unit	<u>64</u>	<u>70</u>	<u>(6)</u>	-9%
Merchandise revenue per unit less fuel surcharge revenue ²	<u>\$ 2,875</u>	<u>\$ 2,749</u>	<u>\$ 126</u>	5%
Intermodal revenue per unit	\$ 685	\$ 671	\$ 14	2%
Less: Fuel surcharge revenue per unit	<u>96</u>	<u>95</u>	<u>1</u>	1%
Intermodal revenue per unit less fuel surcharge revenue ²	<u>\$ 589</u>	<u>\$ 576</u>	<u>\$ 13</u>	2%
Coal revenue per unit	\$ 1,826	\$ 1,839	\$ (13)	-1%
Less: Fuel surcharge revenue per unit	<u>15</u>	<u>38</u>	<u>(23)</u>	-61%
Coal revenue per unit less fuel surcharge revenue ²	<u>\$ 1,811</u>	<u>\$ 1,801</u>	<u>\$ 10</u>	1%

Free Cash Flow

(\$ in millions)

Three Months Ended March 31	2020	2019
Net cash provided by operating activities	\$ 955	\$ 881
Property additions	<u>(366)</u>	<u>(467)</u>
Free cash flow ³	589	414
Property sales and other transactions	158	152
Investment purchases	-	(2)
Investment sales and other transactions	(25)	(33)
Net cash used in financing activities	<u>(694)</u>	<u>(478)</u>
Net increase in cash, cash equivalents, and restricted cash	\$ <u>28</u>	\$ <u>53</u>

¹ GAAP financial results are adjusted to exclude the effects of the loss on asset disposal in the first quarter of 2020. The Company recorded a non-cash charge related to the disposal of approximately 300 locomotives and the designation of an additional 400 locomotives as held for sale. The introduction of precision schedule railroading in 2019 continues to provide significant benefits to the network operations and has resulted in excess capacity resulting in the sidelining of these locomotives. The Company uses these non-GAAP financial measures internally and believes this information provides useful supplemental information to investors to facilitate making period-to-period comparisons by excluding the effects of the loss on asset disposal.

² Revenue per unit as used here is to reflect average revenue per unit absent the effect of fuel surcharges. Management believes this non-GAAP financial measure provides useful supplemental information to investors regarding the Company's pricing trends, by excluding the volatility introduced by fuel surcharges, and is useful for period-over-period comparisons of these trends.

³ Free cash flow as used here is a function of cash provided by operating activities reduced by current period property additions and is a measure of cash available for other investing and financing activities, primarily including payment of dividends, repurchases of common stock and repayments of debt. Management believes that this non-GAAP financial measure provides useful supplemental information to investors regarding the Company's ability to generate cash flows after taking into consideration cash necessary to cover operations and maintain and grow our capital base.

The Company uses these non-GAAP financial measures internally and believes this information provides useful supplemental information to investors regarding the Company's financial performance as compared to prior periods. While the Company believes that these non-GAAP financial measures are useful in evaluating the Company's business, this information should be considered as supplemental in nature and is not meant to be considered in isolation or as a substitute for the related financial information prepared in accordance with GAAP. In addition, these non-GAAP financial measures may not be the same as similar measures presented by other companies.