



# Citi Industrials Conference

February 22, 2018

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Executive Vice President  
and Chief Financial Officer



# Forward-Looking Statements



Certain statements in this presentation are forward-looking statements within the meaning of the safe harbor provision of the Private Securities Litigation Reform Act of 1995, as amended. In some cases, forward-looking statements may be identified by the use of words like “believe,” “expect,” “anticipate,” “estimate,” “plan,” “consider,” “project,” and similar references to the future. Forward-looking statements are made as of the date they were first issued and reflect the good-faith evaluation of Norfolk Southern Corporation’s (NYSE: NSC) (“Norfolk Southern” or the “Company”) management of information currently available. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond the Company’s control. These and other important factors, including those discussed under “Risk Factors” in the Company’s Form 10-K for the year ended December 31, 2017, as well as the Company’s other public filings with the SEC, may cause our actual results, performance or achievement to differ materially from those expressed or implied by these forward-looking statements. Forward-looking statements are not, and should not be relied upon as, a guarantee of future performance or results, nor will they necessarily prove to be accurate indications of the times at or by which any such performance or results 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.

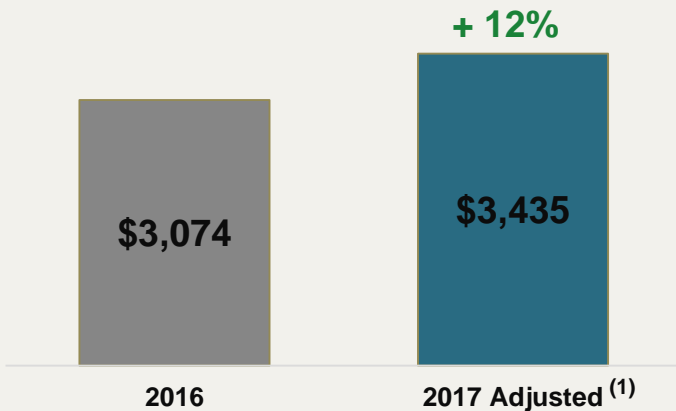
# 2017 Financial Highlights

2017 vs. 2016 (\$ millions except per share)

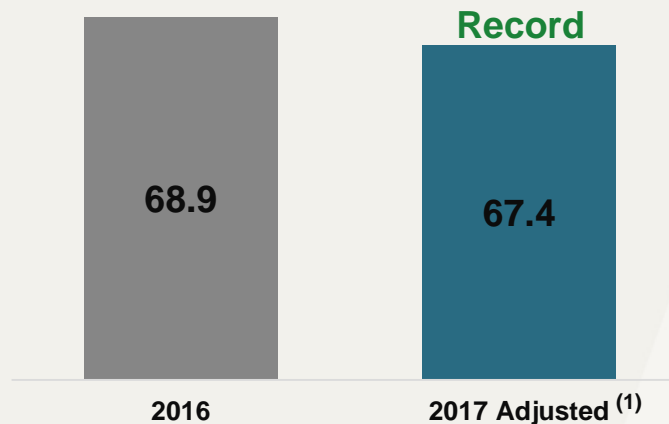


## Delivering on commitments

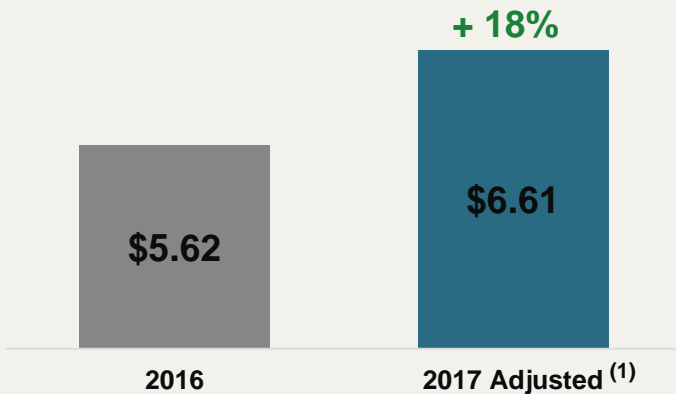
### Income from Operations



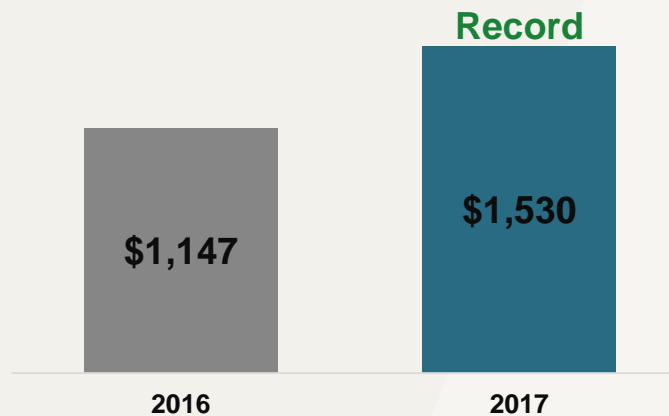
### Operating Ratio %



### Earnings Per Share



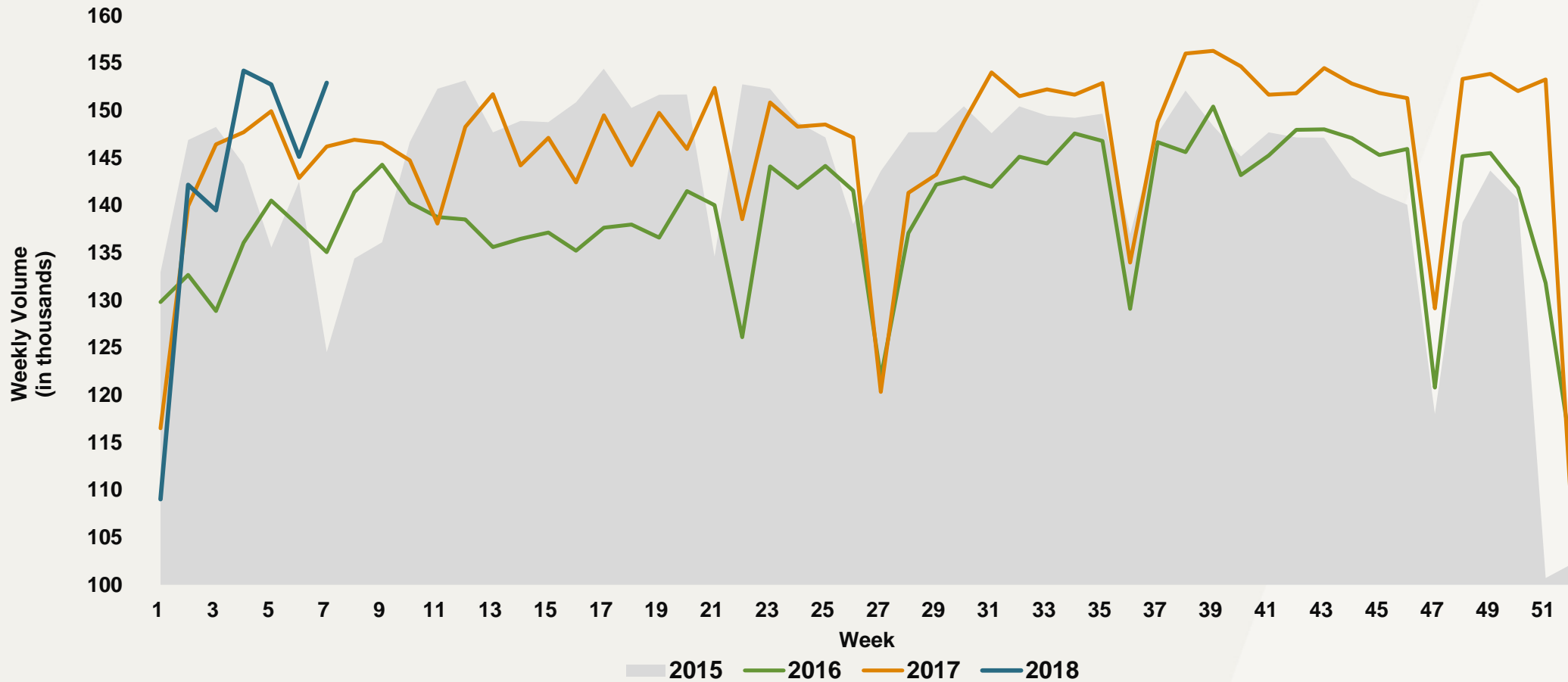
### Free Cash Flow <sup>(2)</sup>



1,2. Please see reconciliation to GAAP posted on our website on the Invest in NS page under Presentations for this event.

# Weekly Volume Trend

AAR carloads through week 7 (ended February 17, 2018)



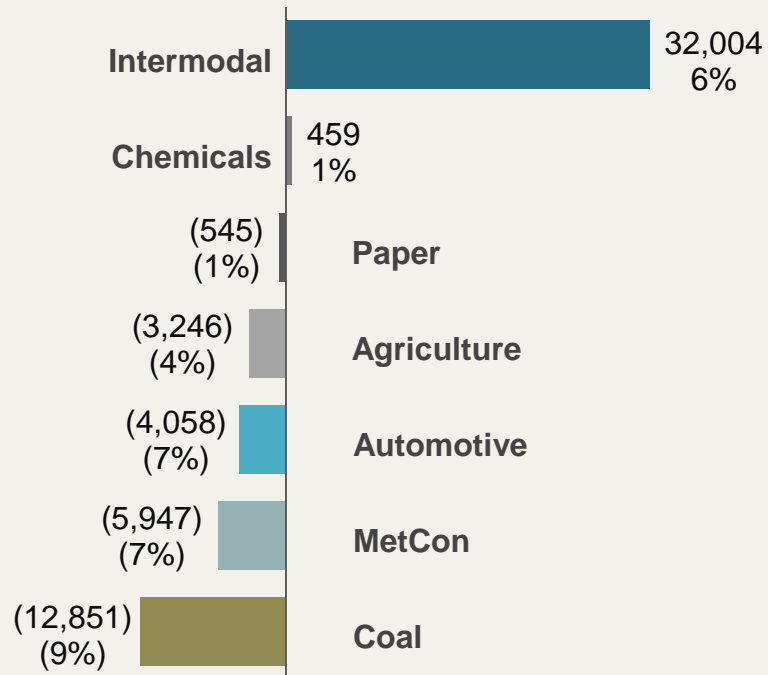
# Current Norfolk Southern Volume

First quarter-to-date AAR carloads through week 7 (ended February 17, 2018)



*Strength in Intermodal offset by weakness in other commodities*

**0.6% increase in units  
AAR 1QTD 2018 vs. 2017**



**Total units (000's)**



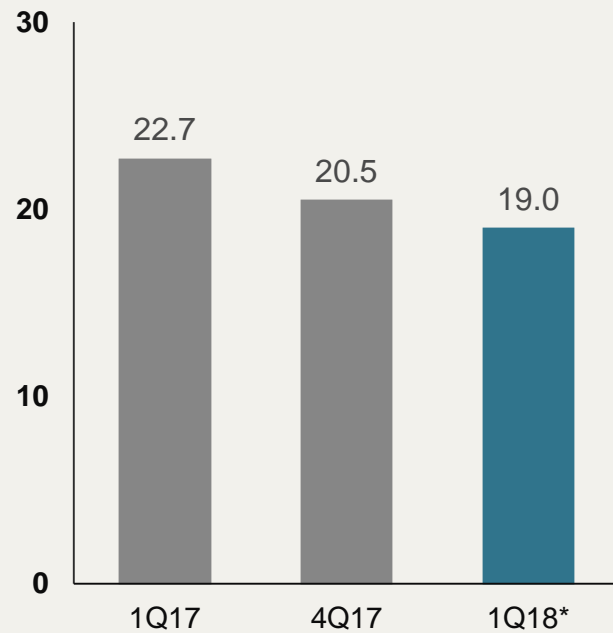
# Service Metrics



*A continued topic of focus*

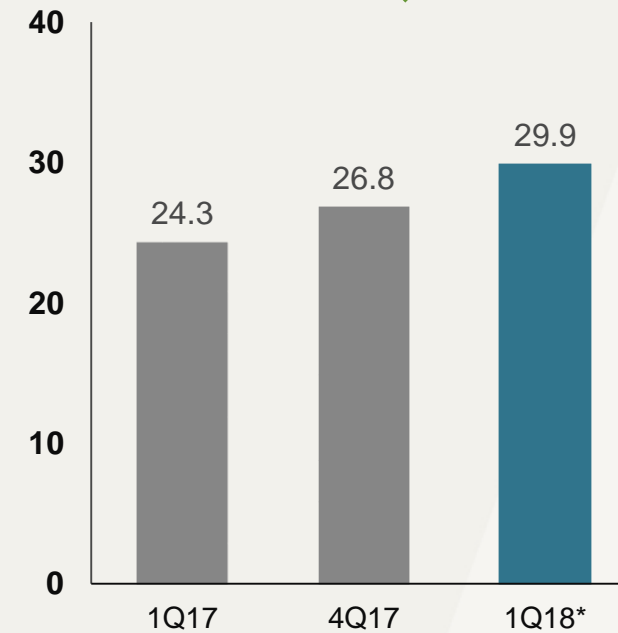
## Train Speed

Better (↑)



## Terminal Dwell

Better (↓)



\* Year-to-date through 2/16/18.

# Strong Economic Environment



*Opportunities in the Intermodal and Merchandise networks will drive growth*



## MERCHANDISE

Improved industrial production

Continued drilling activity

NGL declines with pipeline activity



## INTERMODAL

Truck capacity constraints

Strong consumer spending

Full implementation of ELDs



## COAL

Declines in export coal markets

Lower natural gas prices

Thank You

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