

September 17, 2020

# MORGAN STANLEY 8<sup>TH</sup> ANNUAL LAGUNA CONFERENCE

James A. Squires | Chairman, President & Chief Executive Officer



# FORWARD-LOOKING STATEMENTS

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, 2019, 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.

# ***PSR UPDATE:***

- 01** Rapid Resource Realignment
- 02** Enhanced Service Product
- 03** Continuous Train Plan Improvement
- 04** No-Surprises Customer Approach



# 4 HUMPS IDLED IN YEAR 1 OF TOP 21:

- Allentown, PA
- Sheffield, AL
- Linwood, NC
- Bellevue, OH

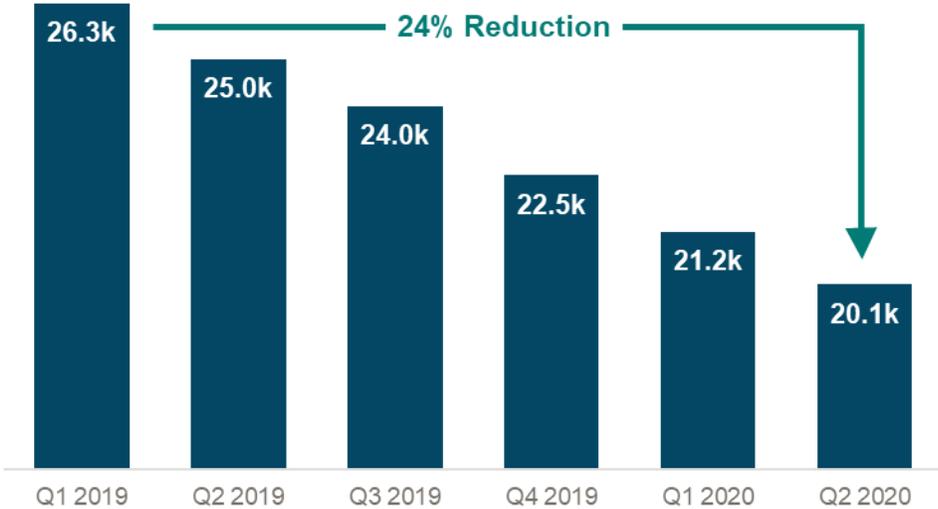


- NS Owned/Freight Operating Rights
- .... NS Trackage/Haulage Rights
- NS Joint Ventures
- ↔ Gateway Cities to Western Railroads
- Shortlines (with 250 Connections)
- ▲ Hump Yards (Active)
- ▲ Hump Yards (Idled since 2019)

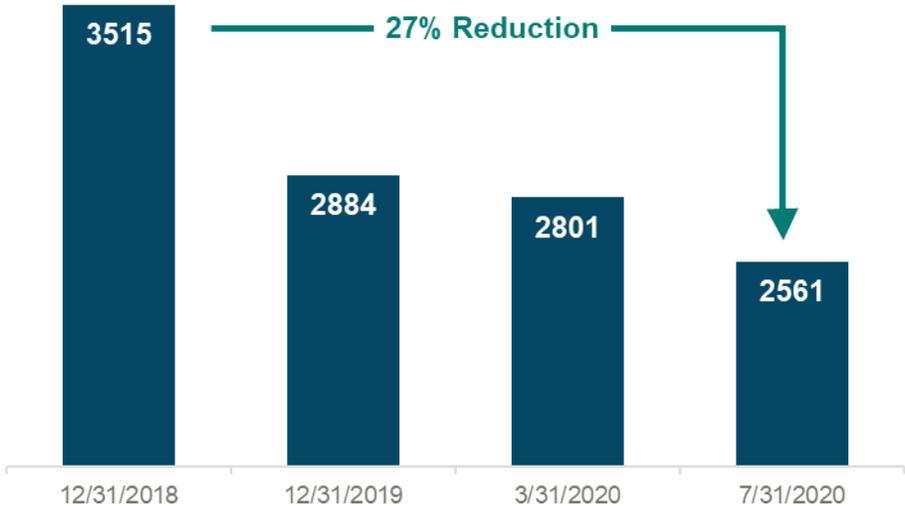
Leveraging PSR to reduce asset requirements

# SCALING TO A MORE EFFICIENT PLAN

## Employment Levels



## Active Locomotives



Greater productivity, fewer resources

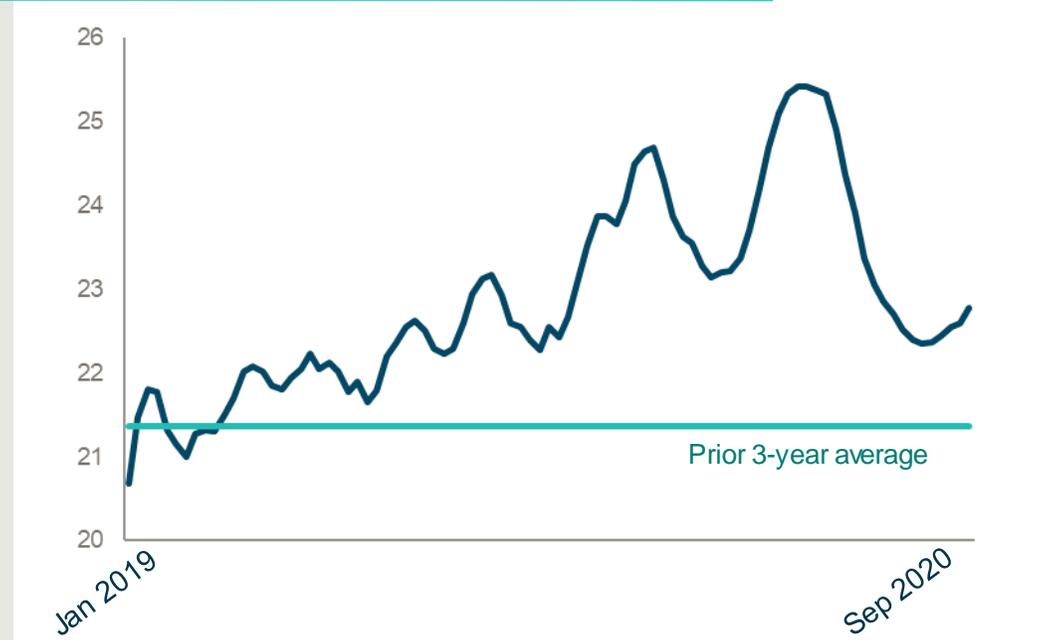
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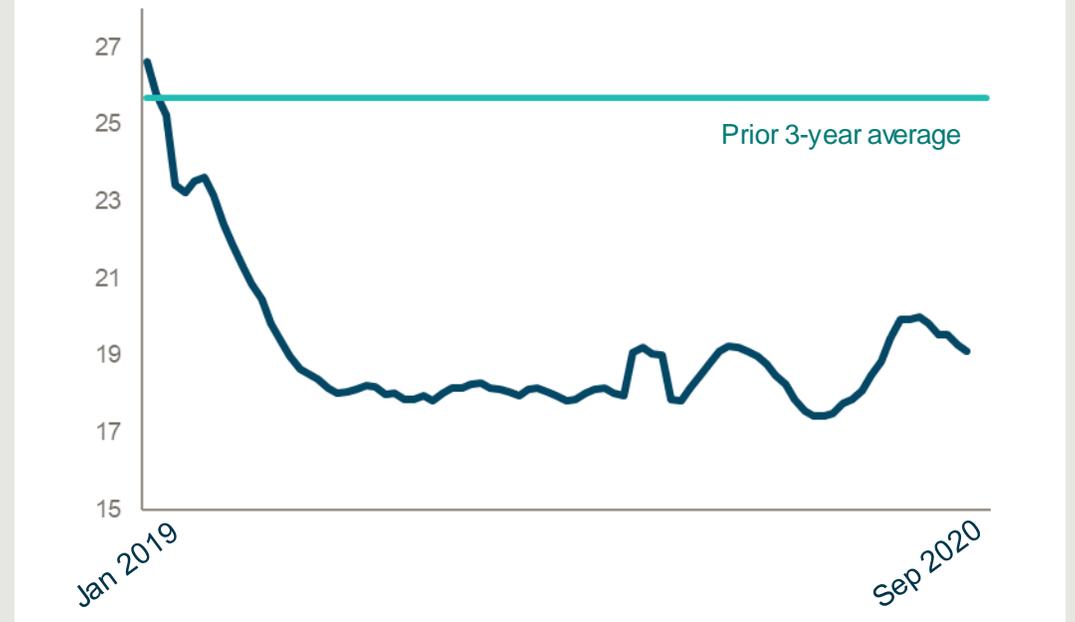


# ROBUST SERVICE PRODUCT

## Train Speed (mph)



## Terminal Dwell (hours)



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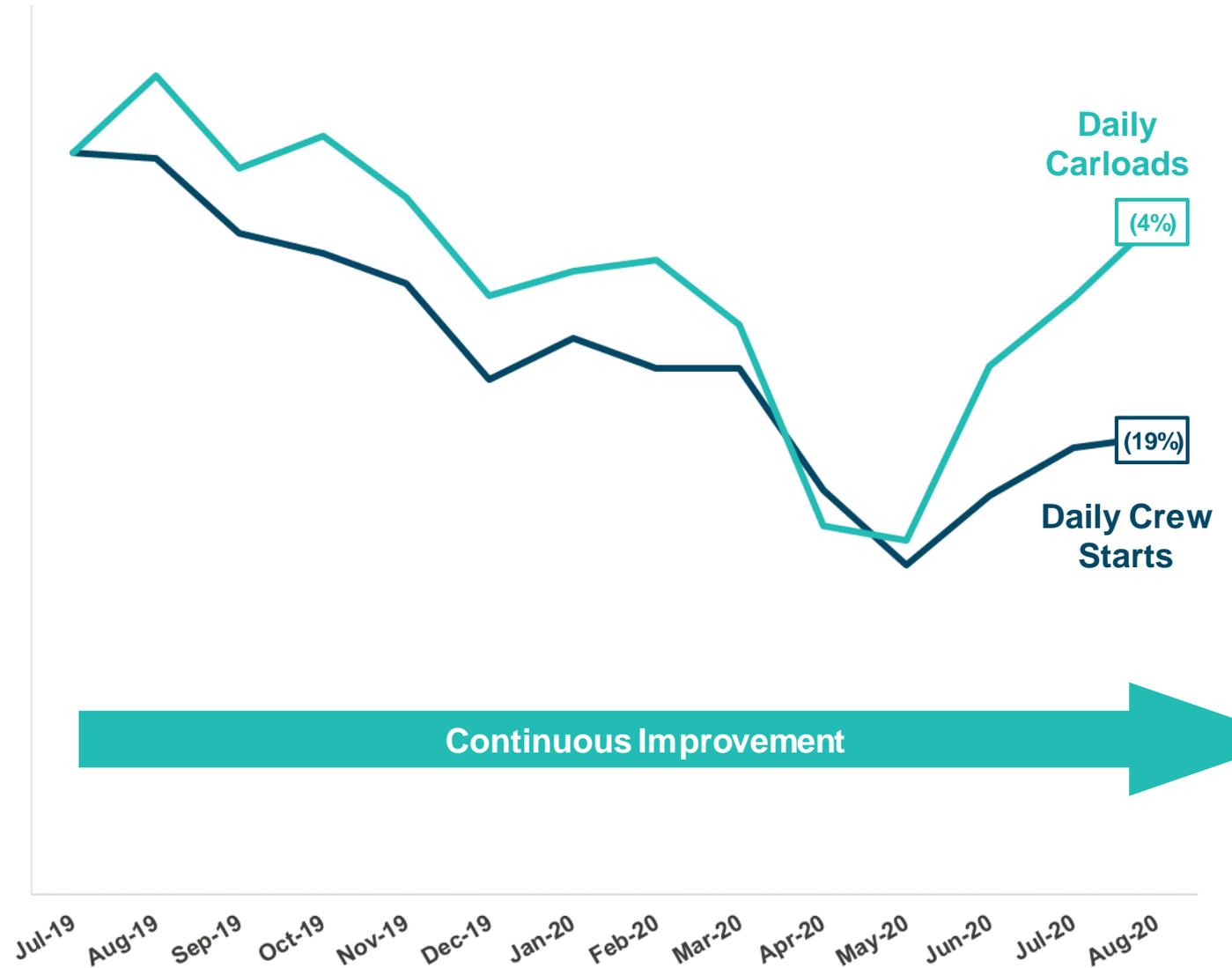
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# TOP21 A YEAR LATER: *SMALLER BUT MIGHTIER*

- Fewer trains
- Bigger trains
- Resilient trains
- More net capacity

Daily Crew Starts and Carloads Indexed to TOP21 Launch



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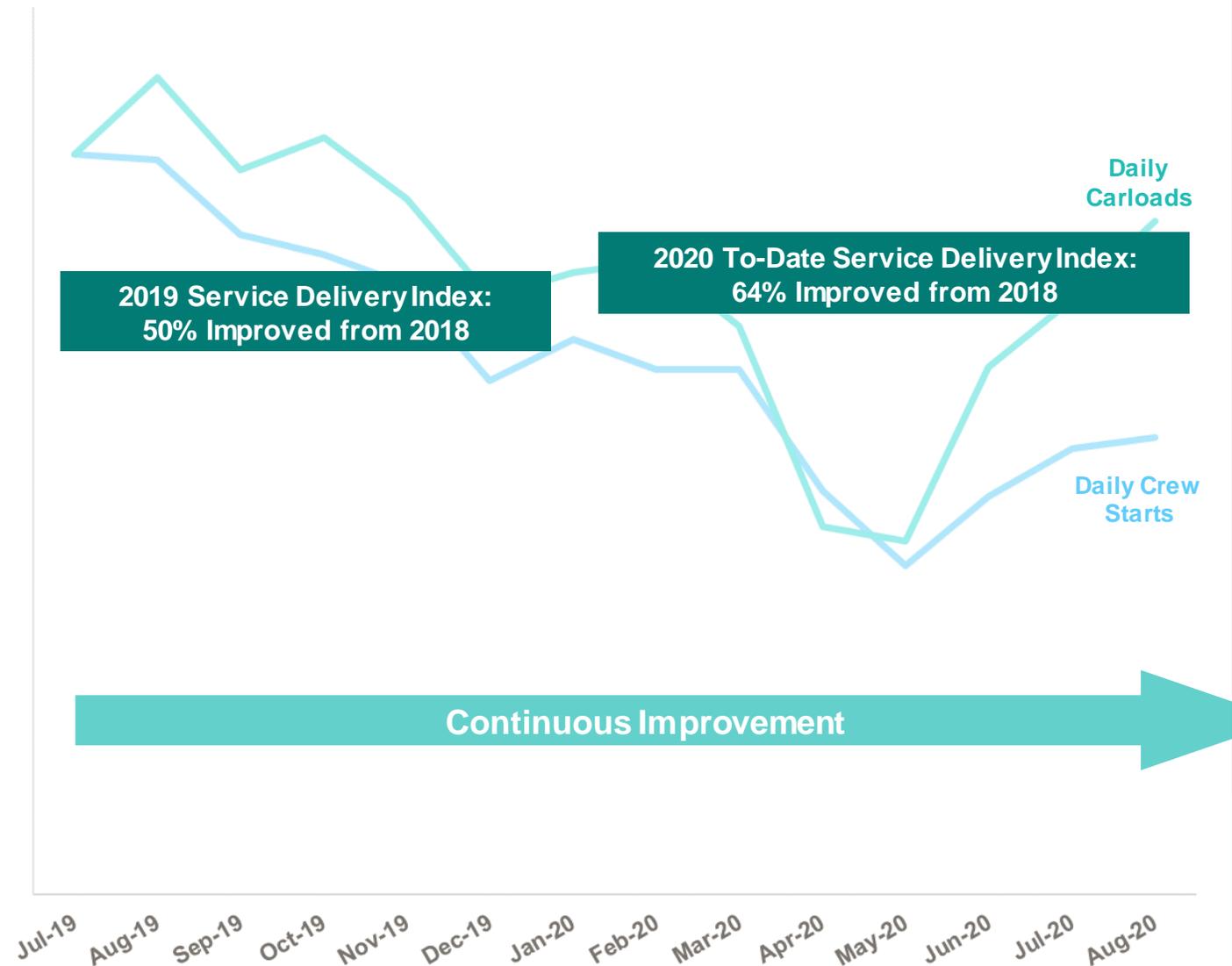
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# NO-SURPRISES CUSTOMER APPROACH

- One-on-one customer meetings, town-hall forums during TOP21 launch
- Data-driven discussions
- Flawless implementation and ongoing commitment to transparency
- Agility to respond to market change, benefitting customers and NS

## Robust Customer-Facing Metrics



***THANK YOU***