

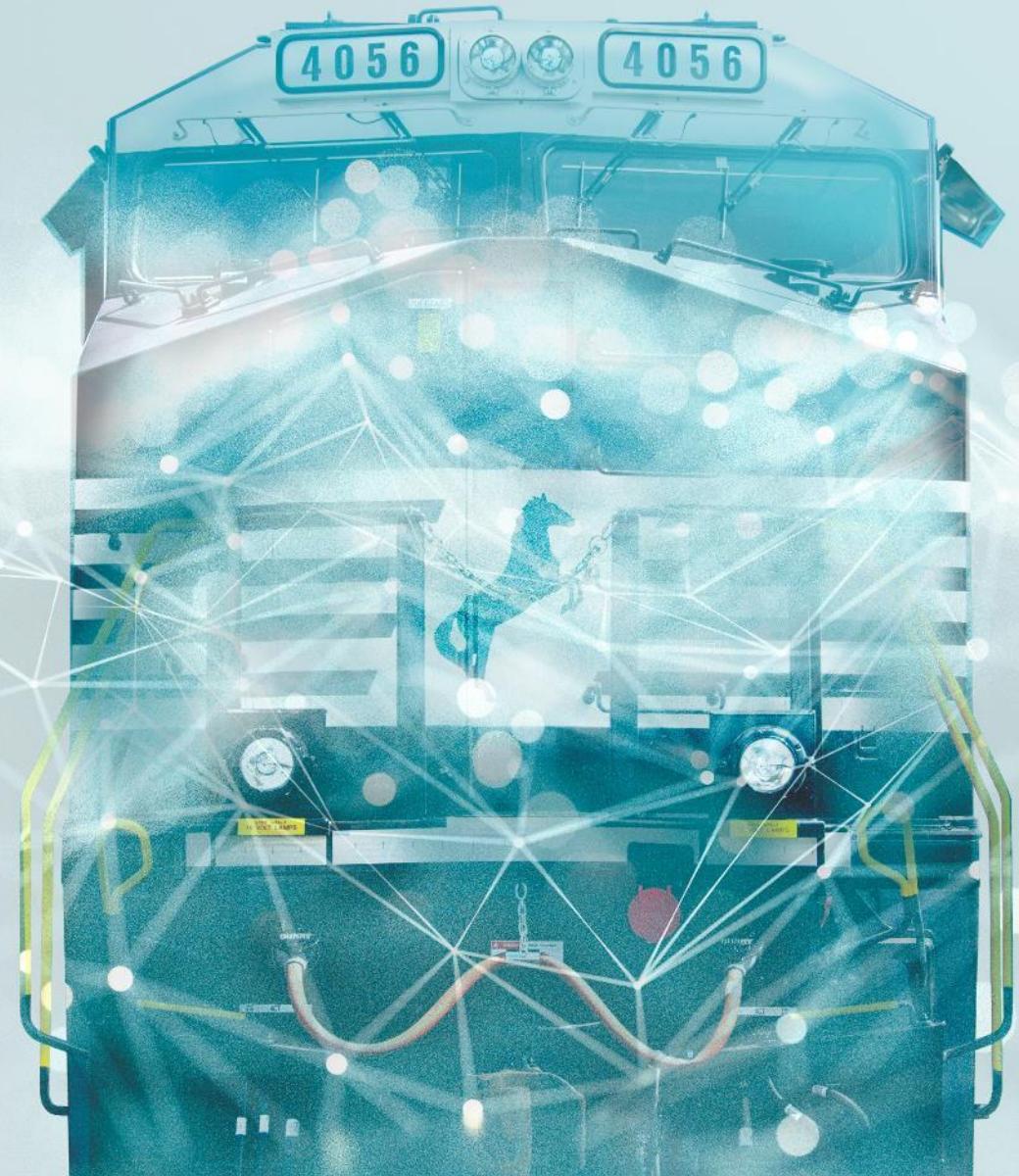


Positioning NS for Success in an Evolving Industrial Market



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VP Industrial Products

September 8th, 2021



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; capacity constraints; technology disruptions; acts of terrorism or war; certainty 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; consolidation; 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, 2020, 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.

Executive Summary

- Global pandemic response has greatly accelerated ***existing consumer behaviors*** and changed upstream logistics trends perhaps permanently
- Service providers able to ***recognize and respond*** to these changes have an opportunity to drive value.
- We are investing in ***organization, customer-centric culture, and technology*** to enhance alignment
- NS is transforming into a ***digital logistics company*** to position for success in an evolving supply chain

COVID-19 Accelerated Existing Supply Chain Trends

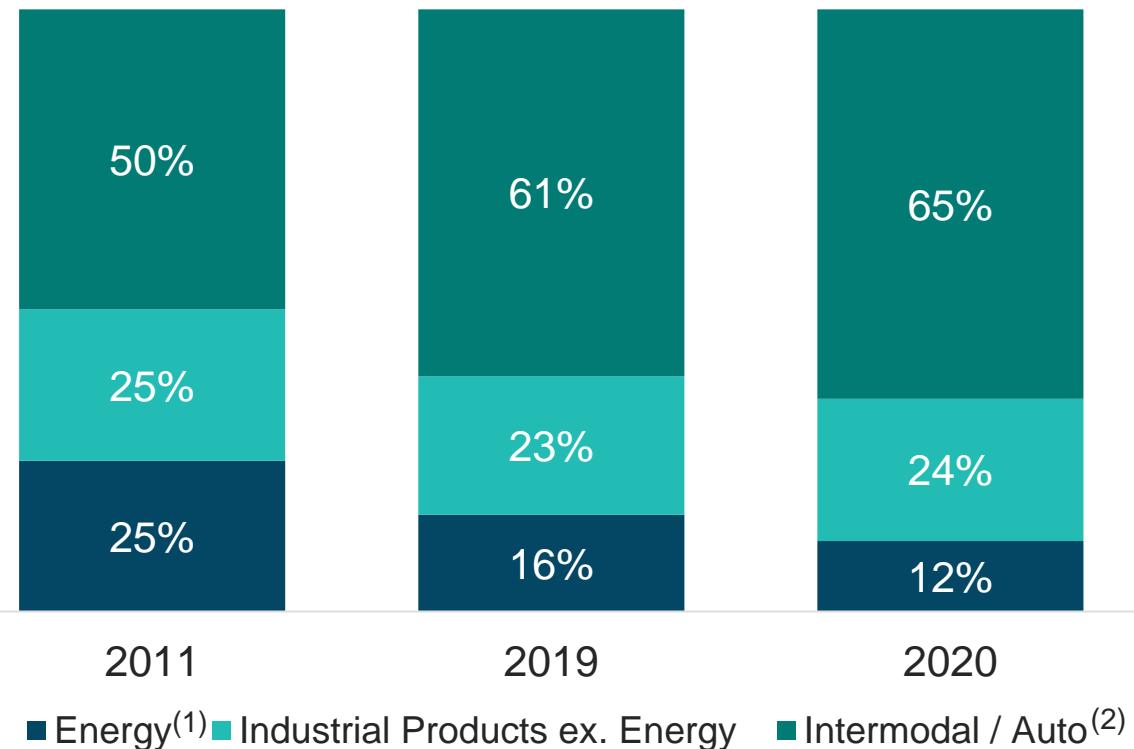
- Digitization, artificial intelligence, and automation
- Risk-aversion to inventory disruptions
- Sustainability as value



Evolution of NS to Consumer and Service-Sensitive Markets

Delivering enhanced value requires new capabilities, but provides new opportunities

Volume Mix



- Growth in truck-competitive markets
- Customer demands evolving
- Intermodal franchise strengthening

How Are We Positioning NS for Success in This New Environment?

**Customer-centric culture,
organization, and technology**

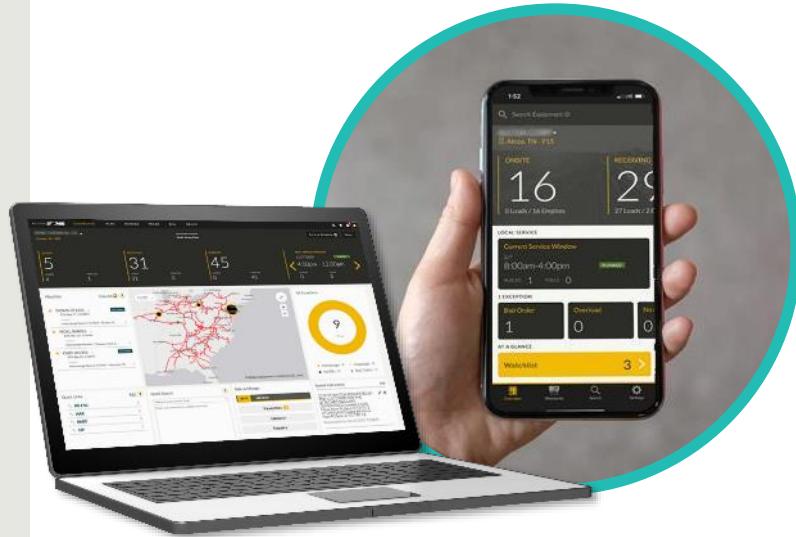
- Experimental mindset
- Empowerment & accountability
- Market expertise & analytics
- Shared consciousness & goal alignment
- Data-driven decision making



Creating Sustainable Value for Our Customers



Accelerating Digital Transformation

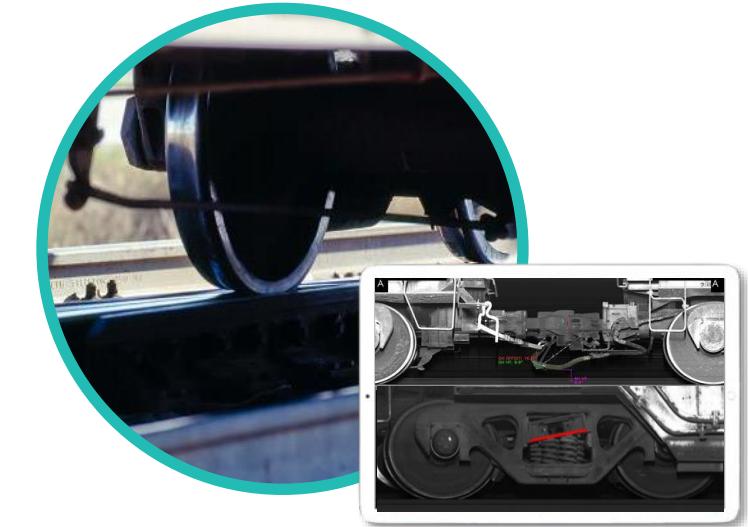
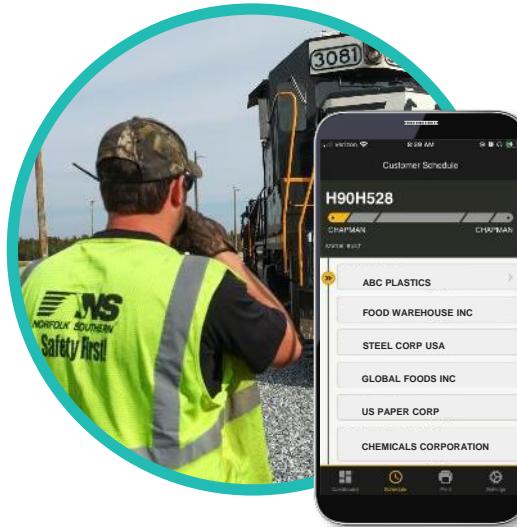


Enhancing our Product

- TRAX mobile app
- AccessNS customer portal
- Proactive notifications

Empowering Employee Productivity

- Mobile train reporting
- ConnectNS CRM



Driving Operational Efficiency

- Railcar/platform utilization
- Predictive analytics for failure prevention and maintenance planning
- Automated inspections

Leveraging Real Estate and Industrial Development

- Develop ***NS real estate*** near Intermodal
- ***Industrial partnerships*** to expand reach
- Leverage ***public and private*** contribution

Skyrocketing Warehouse Demand

- Supply chain disruptions from trade disputes and pandemic
- Modernizing outdated warehouses
 - Demand for new, state-of-the-art technology
 - Proximity to end consumer



LOGISTICS REPORT

Warehouse Rents Surge on Bidding Wars for Scarce Space

By Jennifer Smith June 22, 2021 02:20 pm ET

Competition is driving up industrial rents as retailers and logistics providers race to move goods closer to population centers, with some engaging in bidding wars for the most coveted sites.

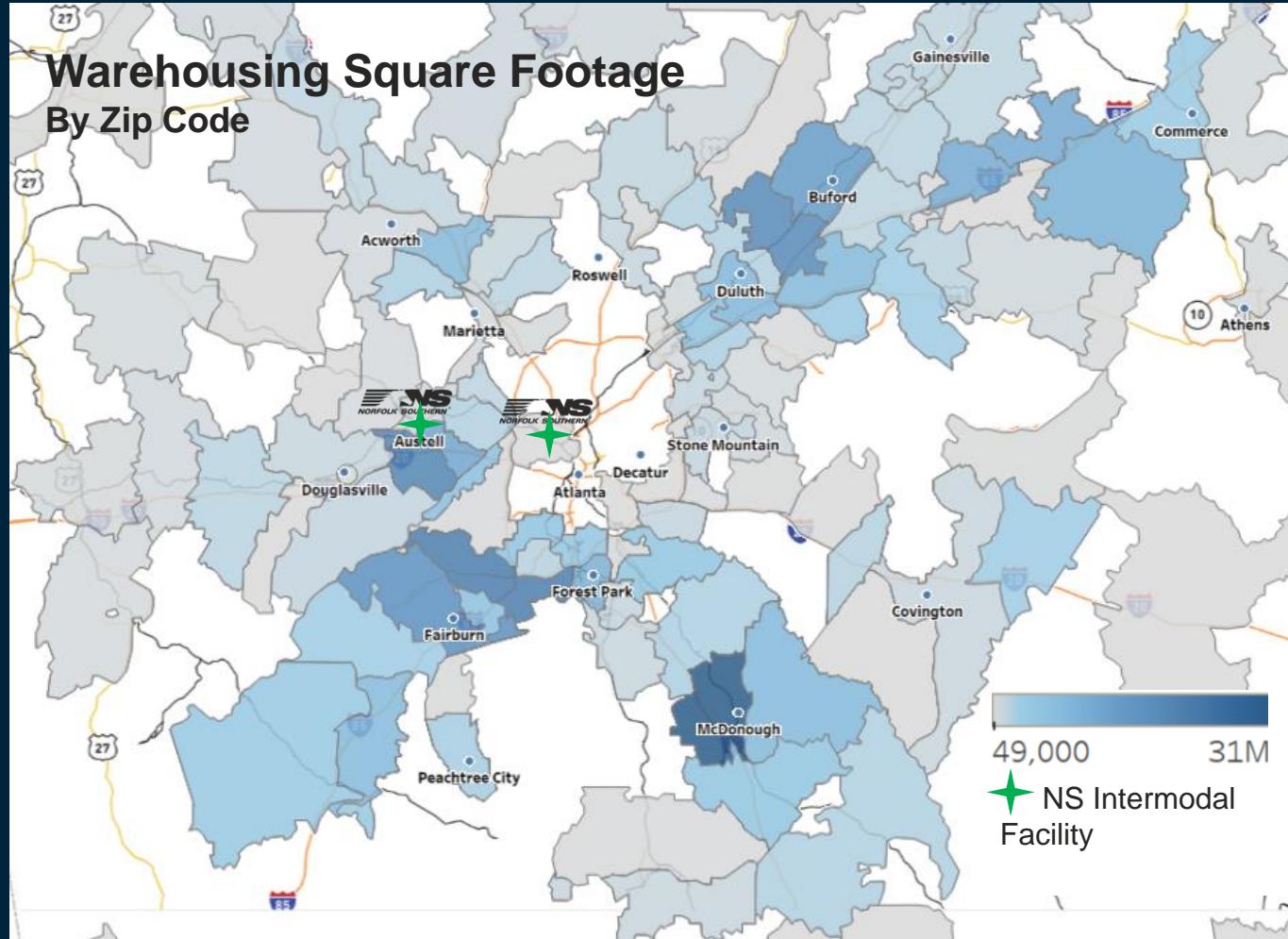
Appeared in the Jun 23, 2021, print edition as 'Demand Spurs Warehouse Prices'



WSJ.com

Warehousing Around Atlanta

In heart of Norfolk Southern's Network

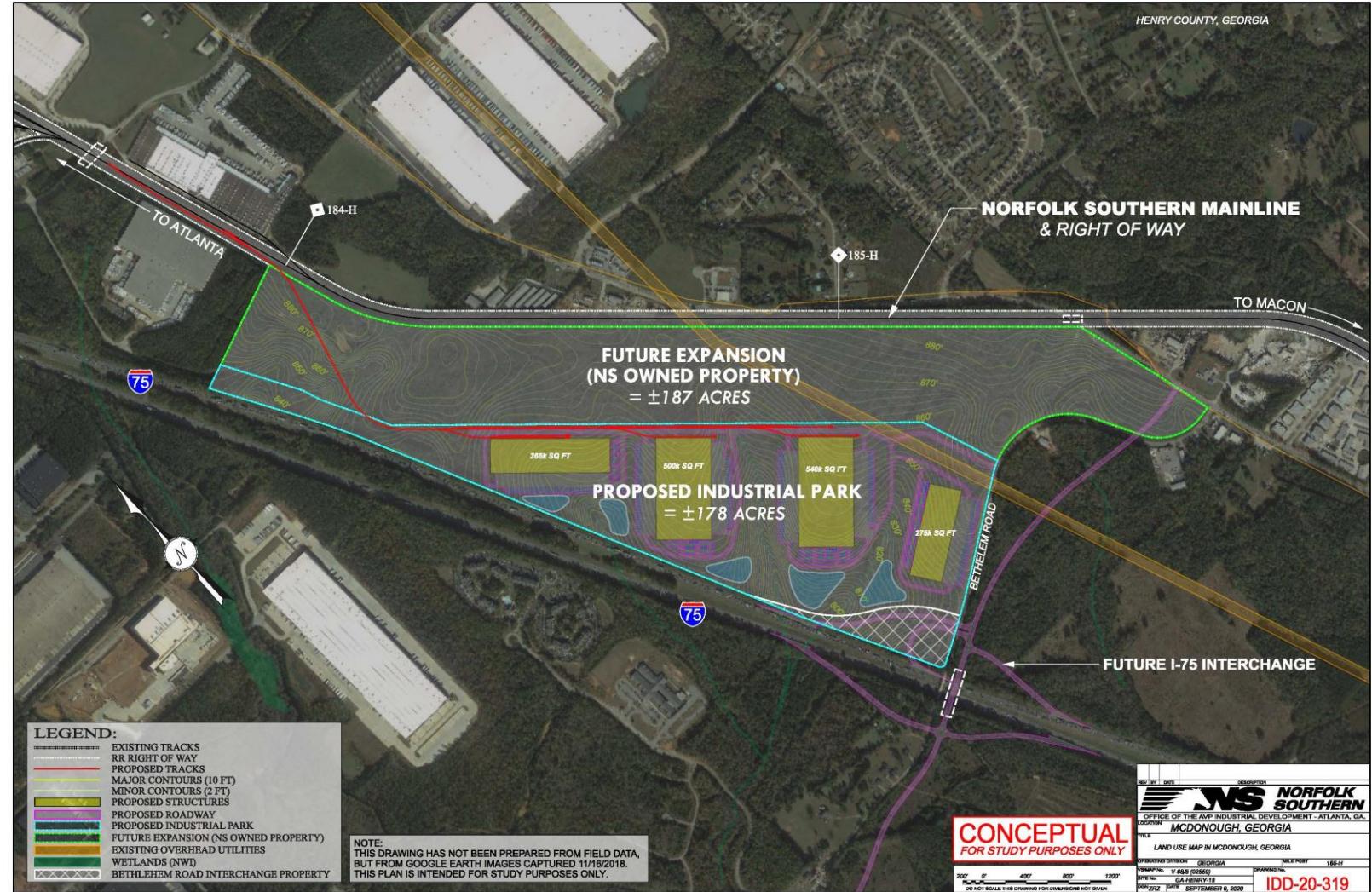


Connecting Warehouse Capacity in Critical Demand Locations with Access to Reliable & Sustainable Transportation

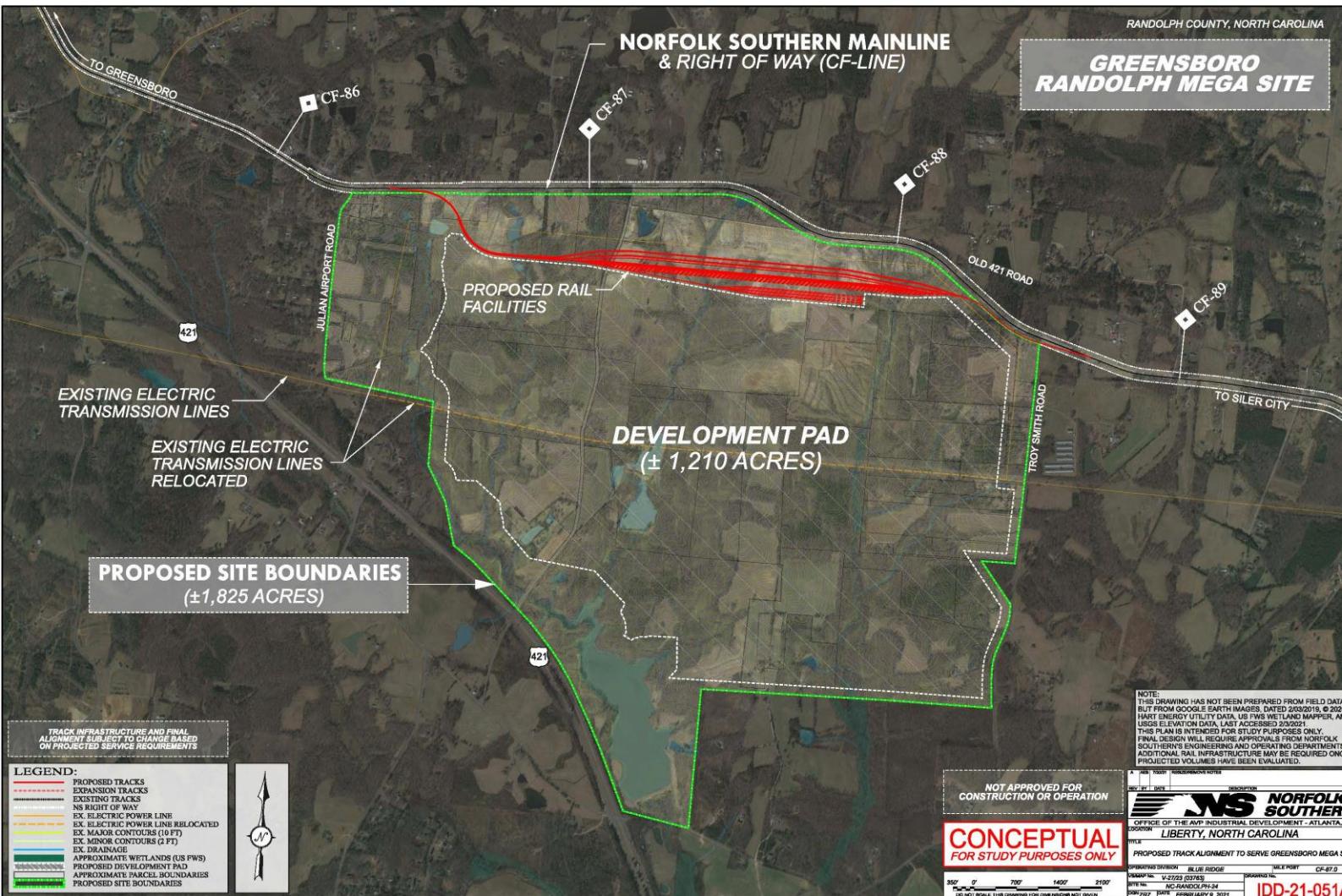
- Simplicity of truck with efficiency of rail
- Developing new warehouse capacity in Atlanta
- Joint venture with



MAJESTIC REALTY CO.



Unlocking Long-Term Value Via Creation of Rail-Served Mega-Sites



Supply Chain Headaches

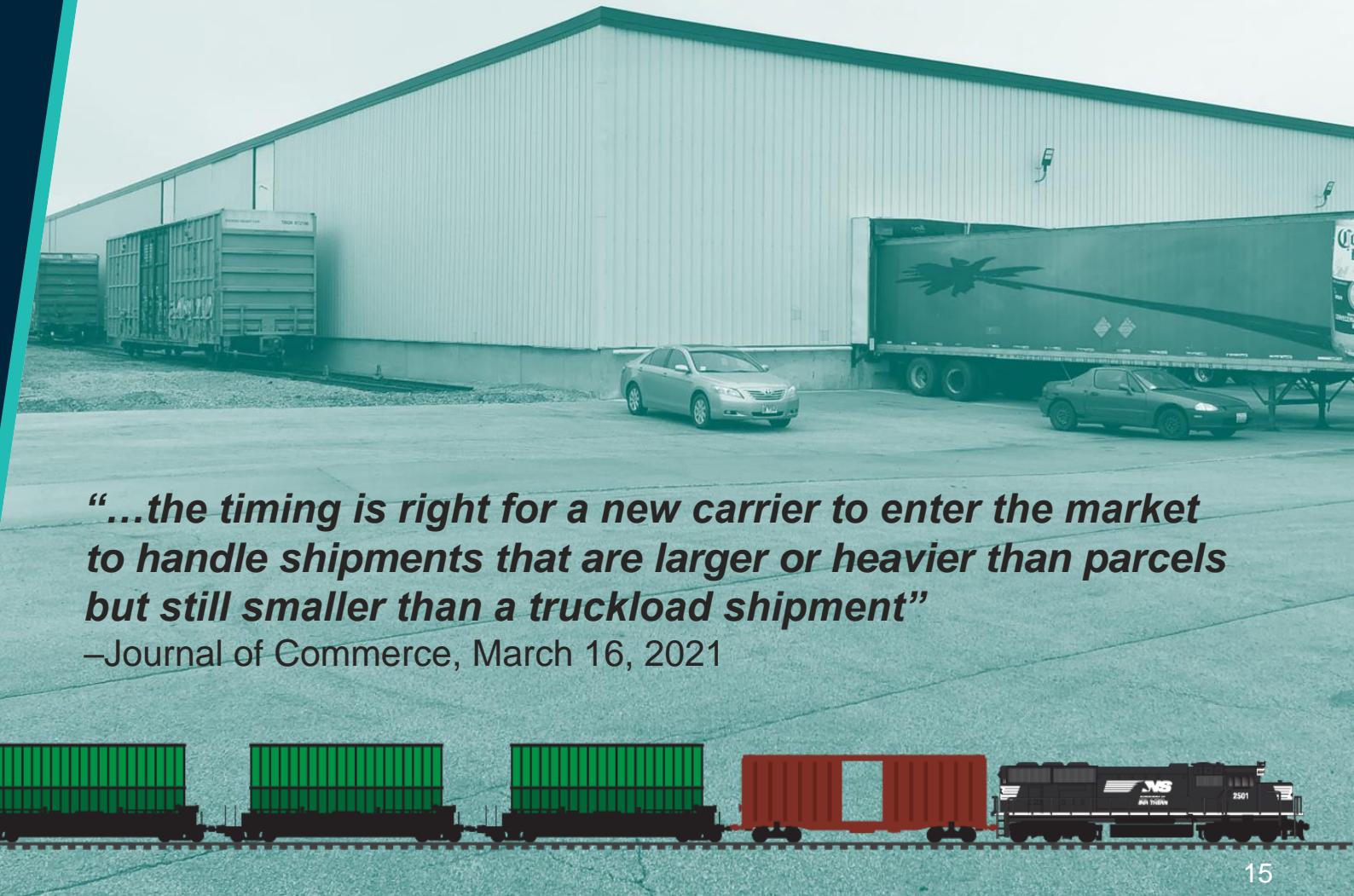
- Capacity limits
- Stockouts
- Demands of e-commerce
- Rising customer expectations

How can NS help?



Thoroughbred Freight Transfer (TFT)

- Greater access to growing “B2C” truck market
- Local truck origin pickup / destination delivery
- Rail-served warehouse / cross docks



“...the timing is right for a new carrier to enter the market to handle shipments that are larger or heavier than parcels but still smaller than a truckload shipment”

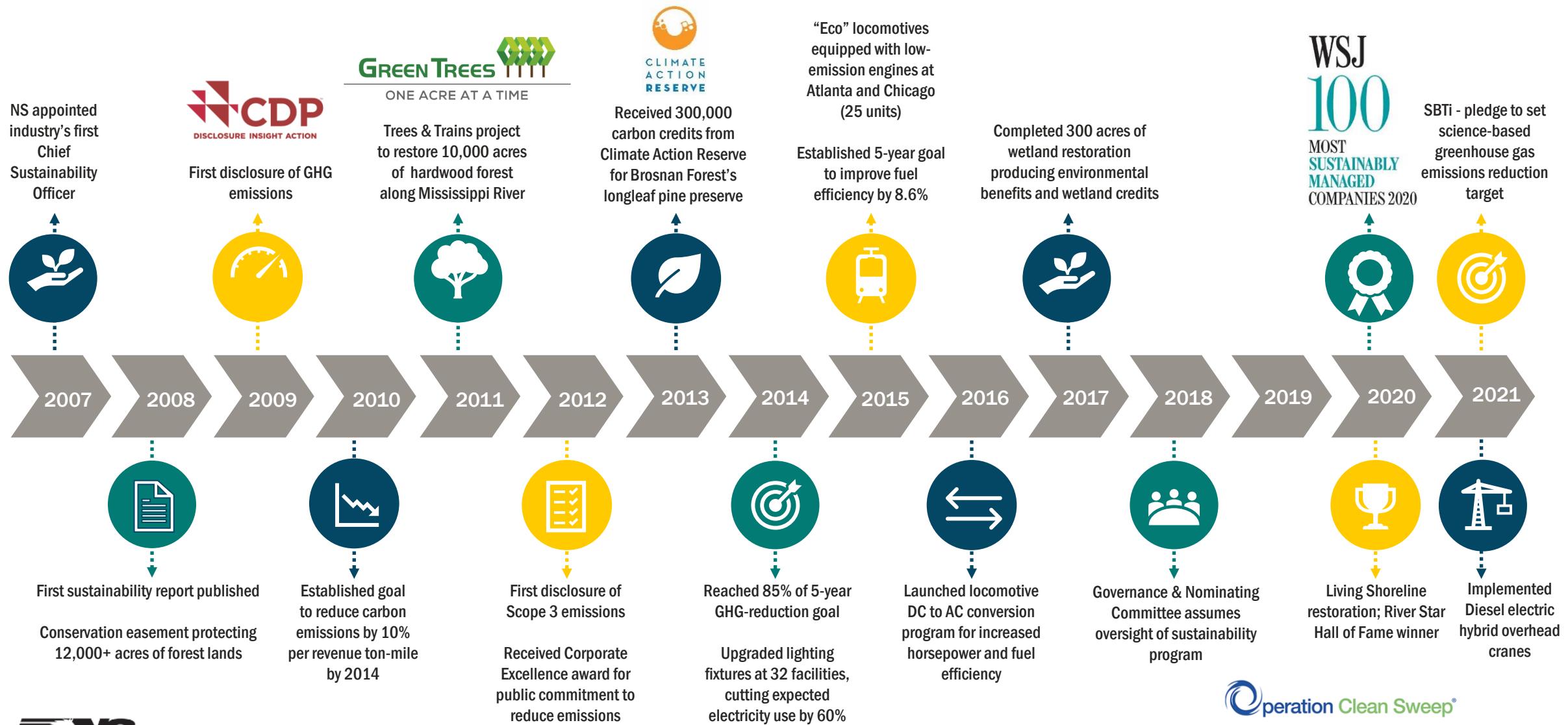
—Journal of Commerce, March 16, 2021

TFT: Door-to-Door Logistics Solution

- Leverages Intermodal service consistency plus Boxcar payload capacity
- Door-to-Door reach beyond the railhead
- Technology drives pallet-level tracking and pricing



Sustainability at NS: Condensed Sustainability Timeline



RailPulse Briefing



What is RailPulse?

The development of an organizational, technical and financial construct that enables:

Location:

Precise GPS Lat-Long location of the car, both moving and stopped

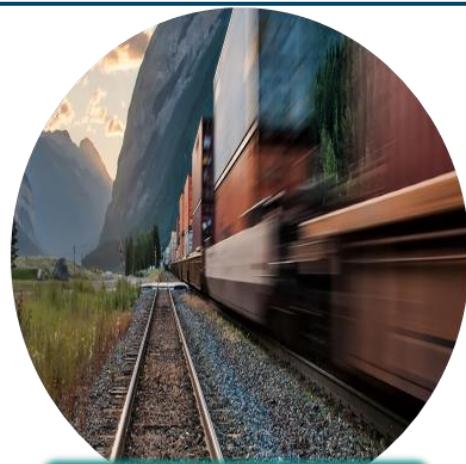


Condition:

The commercial status of the car in terms of loaded/unloaded, doors open/closed, hatches open/closed, temperature, moisture, impact or any other features that can be monitored with on-board sensors

Health:

The mechanical health of the car in terms of bearings, bolsters, air, couplers, or any other equipment health componentry to which sensors can be applied

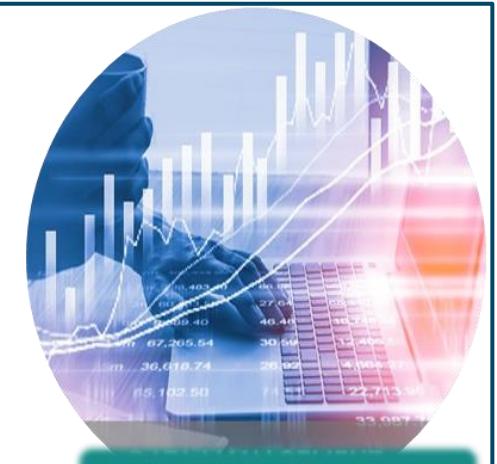


**Railcar LCH
Technology**

The rapid adoption & installation of location, condition and health sensors, and telematics on the entire N.A. railcar fleet.



**99% North American
Coverage**



**Data Products &
Services**

Services that leverage the resulting data to drive productivity, value and growth for all of the constituents in the rail shipment ecosystem

RailPulse Leadership and Structure

Norfolk Southern	Mike McClellan	Vice President
GATX	Paul Titterton	COO
Trinity	Greg Mitchell	CMO
G&W	Michael Miller	President
WATCO	Stefan Loeb	CMO

Committee Structure

Technology Committee
Finance Committee
GM Search Committee
AAR Standards Committee
Communications Committee

Advisory Committee:
6-12 Members

Outside Service Providers

Bank of America
Kaleo Legal
E-Countable (Wall, Einhorn)

***Founders Own 20% of
the N.A. Non-
Intermodal Fleet***

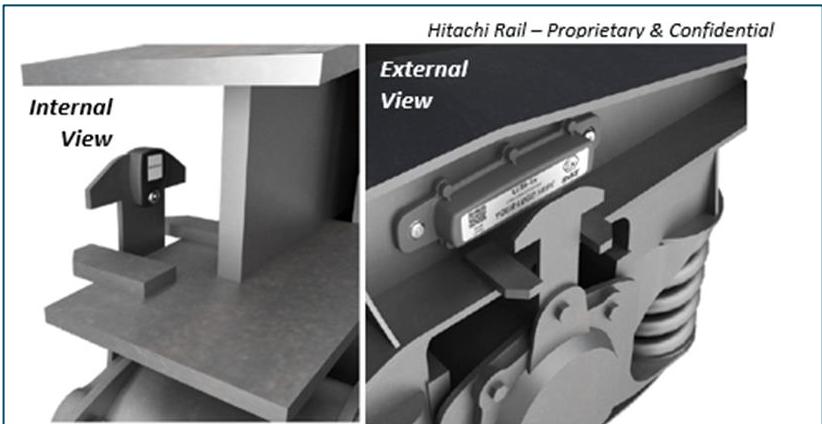


Coalition Vision

- Create a **rail industry solution** for telematics adaption that drives **improved service levels, visibility, safety and productivity** into North American rail-based supply chains
- Operate the core services of the company as **non-profit** for the benefit of all rail industry participants
- **Transform the customer experience** by combining 21st century real time, highly accurate, and comprehensive data with leading edge analytics
- Allow rails to adopt the same technology that our **competitors are already adopting**
- Use this information infrastructure to **drive growth and modal share shift** – primarily in the merchandise segment – in rail business in North America
- Set the table for the ultimate full or partial **dismantling of wayside infrastructure** (location and health sensors)



Examples of Gateways and Sensors

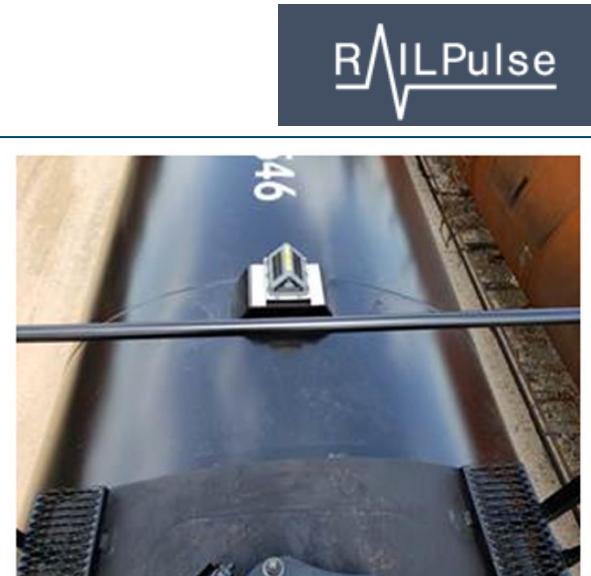


Example of Load-Empty sensor that monitors spring compression in the wheelsets

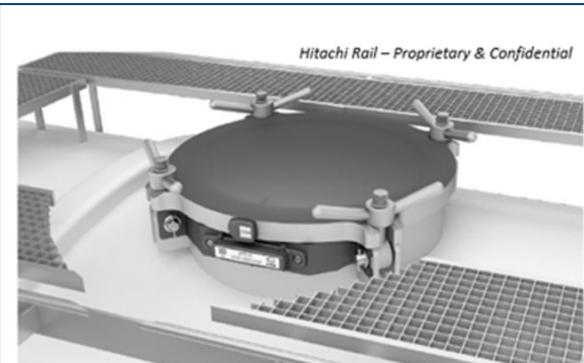
(note: other vendors use radar gauging devices mounted to the bottom of a car – also to monitor changes in spring compression)



Example of battery device installed on a hopper car



Example of solar device installed on a tank car



Example of Open-Close (hatch) sensor that signals status by monitoring strength of a magnetic reading



Example of Open-Close (door) sensor that uses magnetic reading to monitor door status

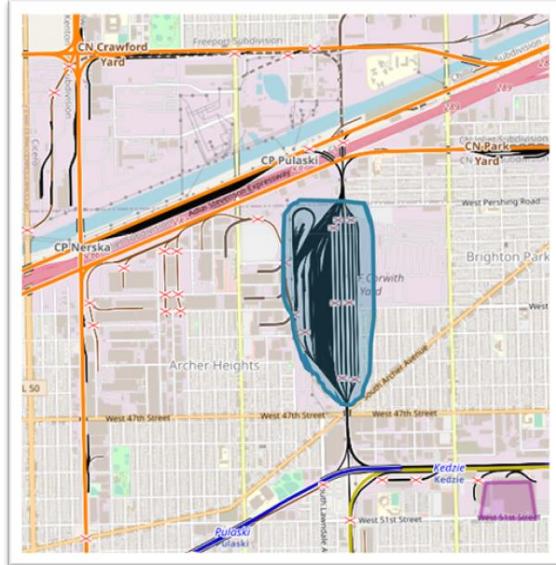


Example of Open-Close (door) sensor that uses a camera with acute light-sensitivity monitoring capabilities

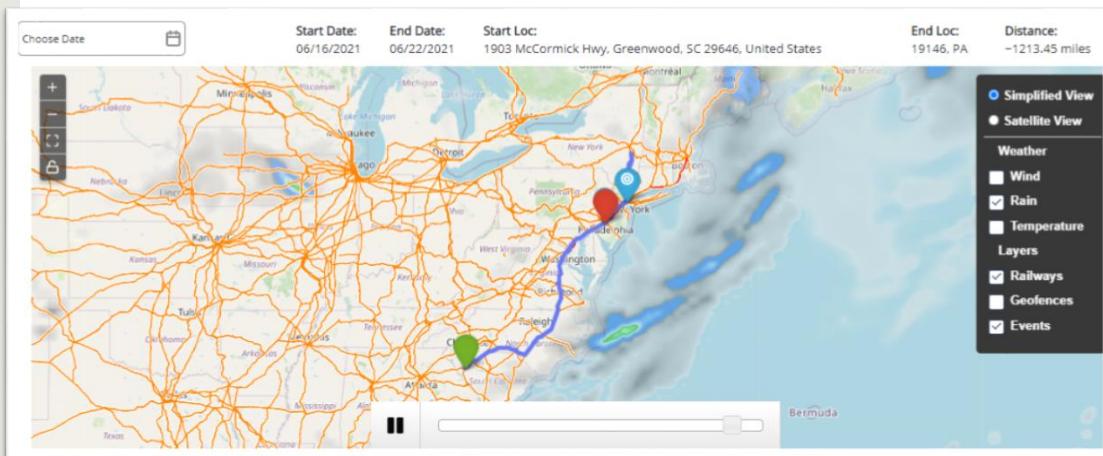
Shipper Value Creation



Real-time geofence activated alerts



Real-time, highly detailed movement information with playback



- Real time, highly accurate shipment visibility for inventory management and customer service
 - Rail shippers can finally give their customers visibility that is competitive with trucks
- Higher quality, end to end ETAs to support production and load planning
 - Empty car pipeline visibility allows for truck-to-rail modal conversion for freight cost savings
- Fleet visibility, status and alerts to support real-time billing as commodity is delivered
 - Prompt return billing of empty cars allows for reduce fleet sizing
- Real time shipment information supports TMS and ERP systems through API or other data distribution capabilities
- GPS time stamps to drive out demurrage, storage and claims disputes, equipment and lading damage disputes, etc.

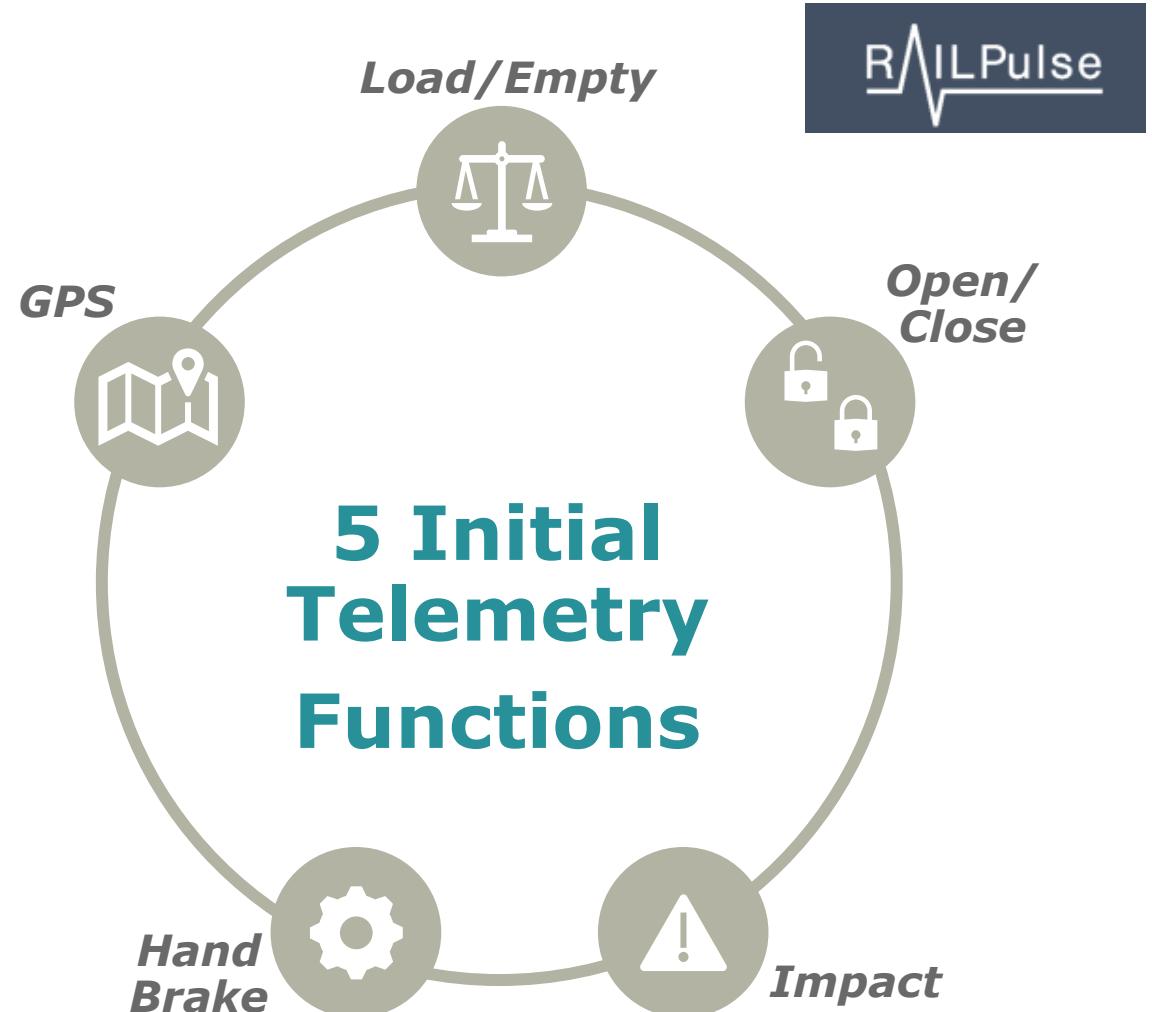
Sensor Array For Upcoming Pilot

Pilot's focus extends beyond GPS

First-Generation Application:

- Full install does not exist on any cars in the North American rail network today

Using off-the-shelf sensors available in other geographic markets (primarily Europe) and via advances in other modes (trailers and containers)



Delivering Results Through Technology, Innovation, and Experimentation



Thank you.

www.norfolksouthern.com

