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***REIMAGINING
POSSIBLE :
THE NS WAY***

Service, Efficiency, and Growth



September 18, 2019

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; and severe weather. 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, 2018, 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.

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FIVE CORE PRINCIPLES

SERVE CUSTOMERS
MANAGE ASSETS
CONTROL COSTS
WORK SAFELY
DEVELOP PEOPLE





NS Differentiators

- Collaborating with our customers
- Removing work before removing resources
- Investing for growth
- Investing in technology

INVESTING FOR CUSTOMER SUCCESS



CAPITAL INVESTMENT

16% to 18%

of REVENUES

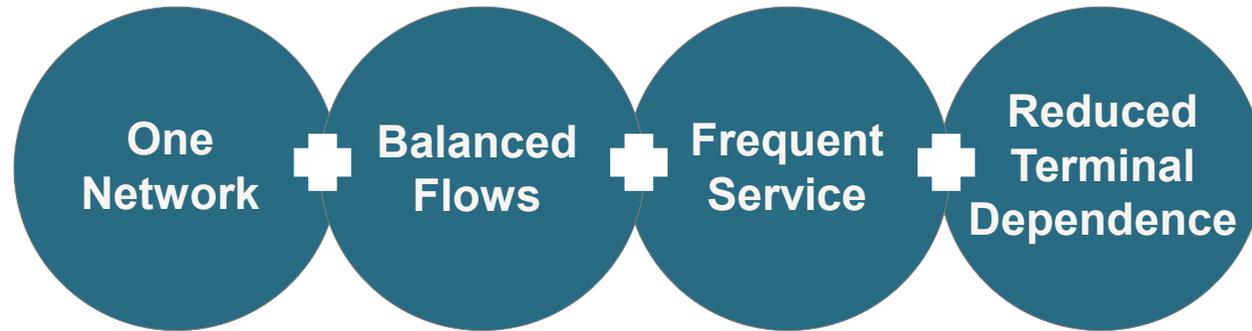




Key Initiatives

- Clean Sheeting
- Cars On Line Team (COLT)
- TOP 21 Plan
- Focus on the Customer Experience

TOP21 OPERATING PLAN UPDATE



■ Implementation

- Rolled out operating plan changes throughout the 2nd quarter
- Targeted train plan changes concentrated primarily around edges of network
- Full implementation July 1st
- Partnership between Network Planning and Optimization, Marketing

■ Communication

- 19 joint customer-employee Town Halls held across network
- Numerous one-on-one customer meetings explaining objectives and expectations

TOP21: DRIVING OPERATIONAL EFFICIENCY

TOP21 Implementation

Phase 1 Implemented & Reaping Benefits

- Increased Merchandise network efficiency:
 - Reduced circuitry by over 20%
 - Reduced train miles by 15%
 - Reduced train starts by over 10%
- Doubled use of Distributed Power
- 87% of merchandise traffic affected (new trip plan)

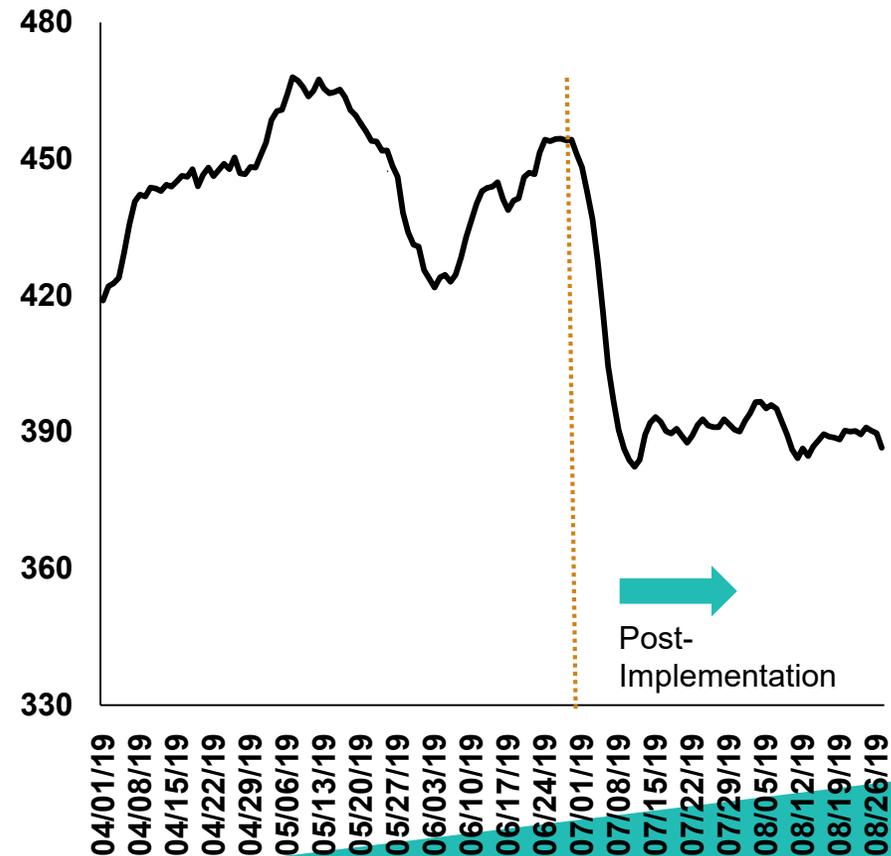
Phase 2 Aggressively Implementing

- Driving productivity in yard and local crews
- Comingling bulk trains into plan

Phase 3 Incorporate Intermodal

Daily Active Road Trains Operated

(7-day rolling average)



COMMERCIAL TEAM EVOLUTION: PEOPLE & STRUCTURE

Changes

Details

New Marketing organization built to deliver strategic goals

- **Empowers** our people and increases **accountability** for results
- Streamlines the customer interface, supporting **responsiveness, problem-solving, and innovation**
- Enhances accountability and decision-making through **simplified management structure**

Consolidates Sales and Marketing

- Empowers people in customer-facing roles to take **ownership** of customer relationship and the financial results from commercial negotiations
- Enhances our ability to deliver value through **market expertise** to our top customers and promotes clear ownership of each NS customer by NS managers
- **Accelerates** our capability to **understand, anticipate** and **act** on evolving customer needs and market dynamics

Restructure Field Sales to geographic approach aligned with Transportation

- Continues the work of COLT-Field to develop **collaborative** solutions with Transportation colleagues and customers for systemic local service issues
- **Refocuses** our field resources on critical sources of **future growth**, including **Short Lines, Ports, Warehouses** and **Receivers** across our network



Improving the Customer Experience

STRATEGY FOR IMPROVEMENT

Target customer service resources where they add the most value

Differentiation Strategy

Customer Service Center Strategy

Create a low effort structure
Hire and train the right front line resources
Measure and reward performance

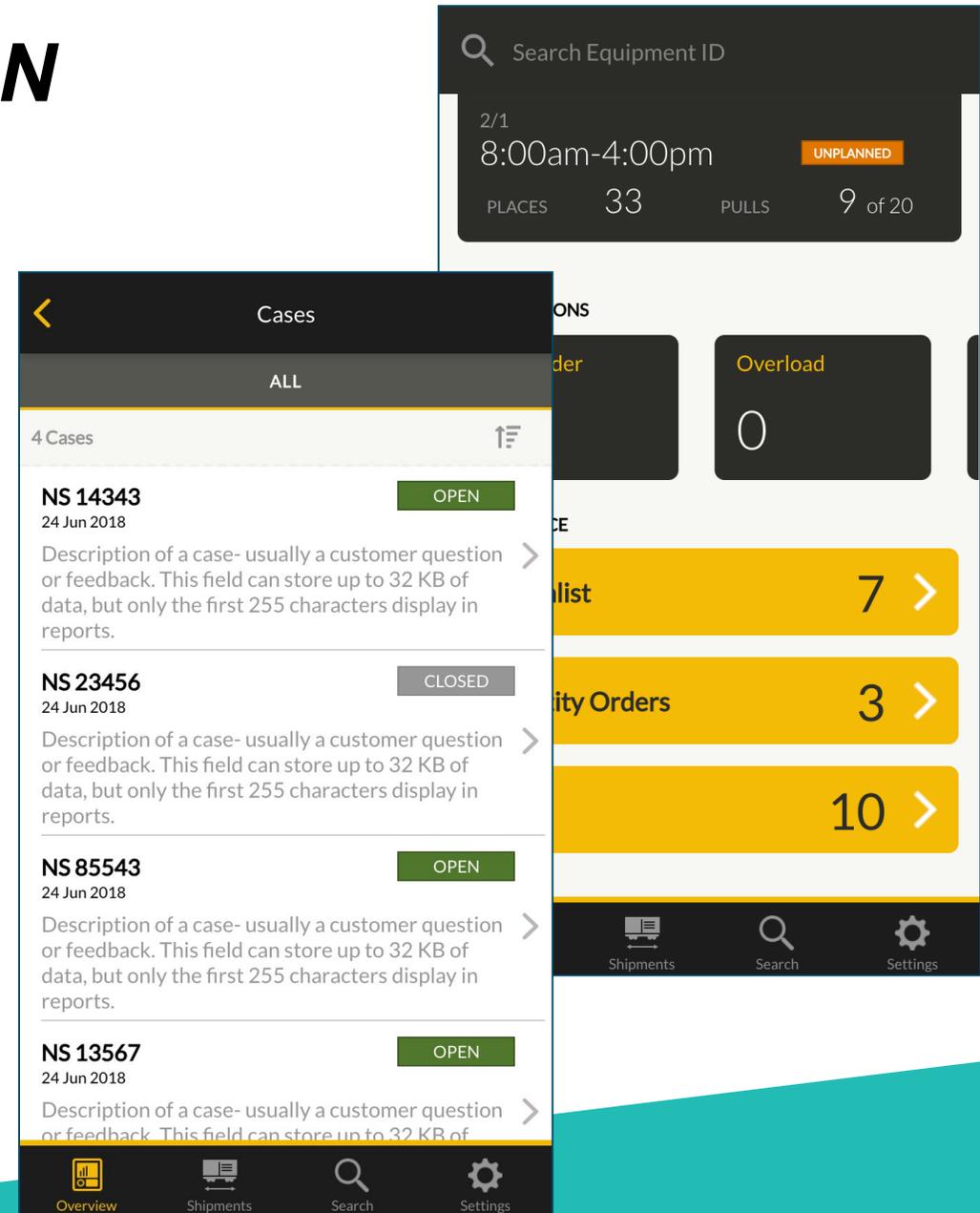
Digital Strategy

Drive quality information
Create low effort channels
Proactively push resolution



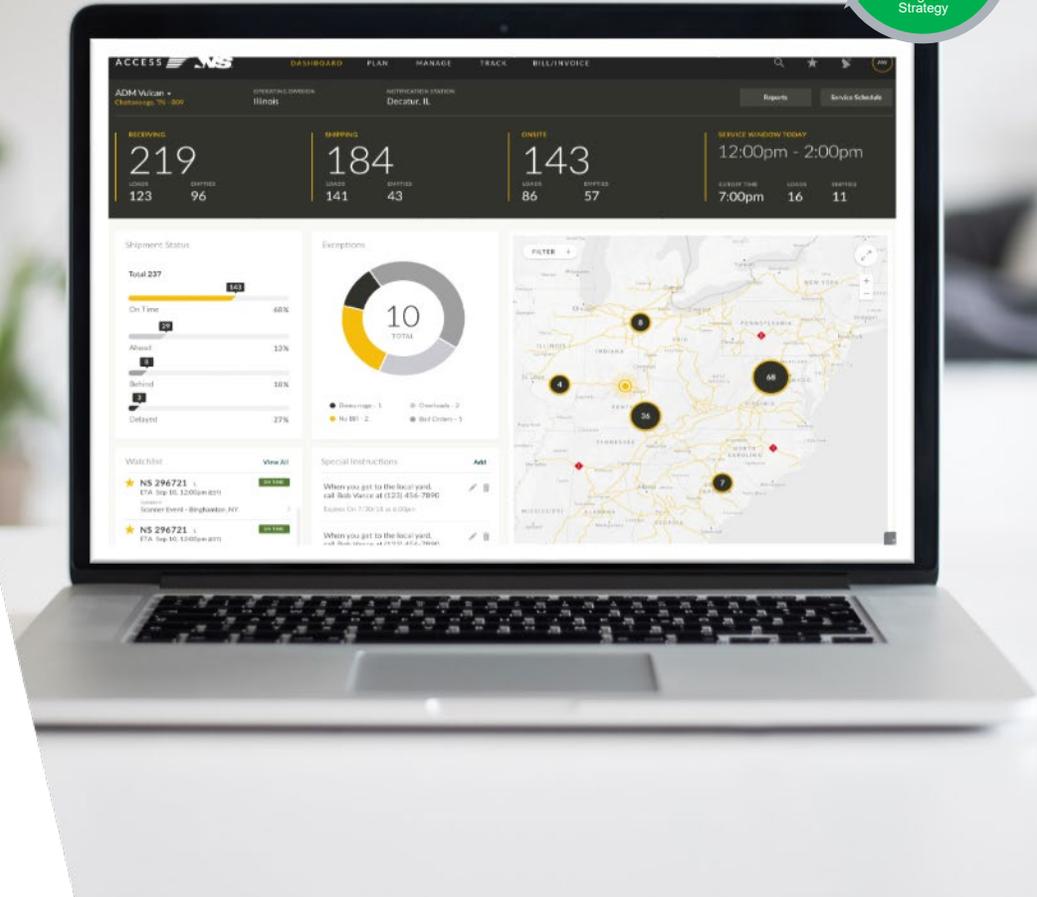
ONLINE ISSUE RESOLUTION

- Allows customers to submit issues online
- View open cases and current status
- Integrated with all other activities within AccessNS



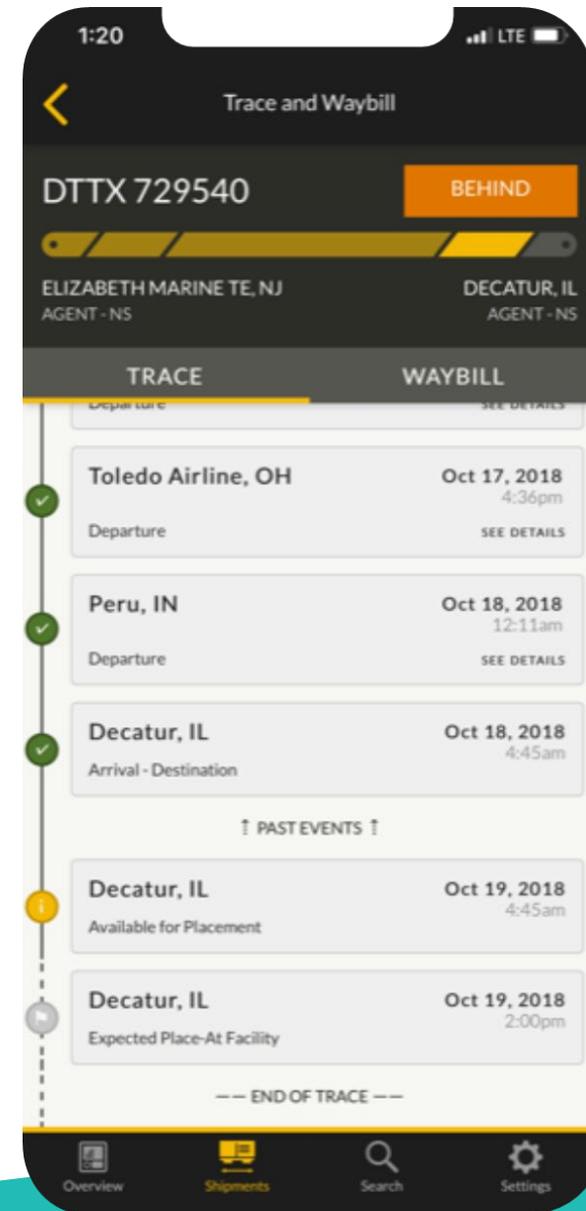
ACCESSNS

- Ability to manage all common activity online
- Sourced from operational systems – best information possible
- Redesigned for ease of use and performance



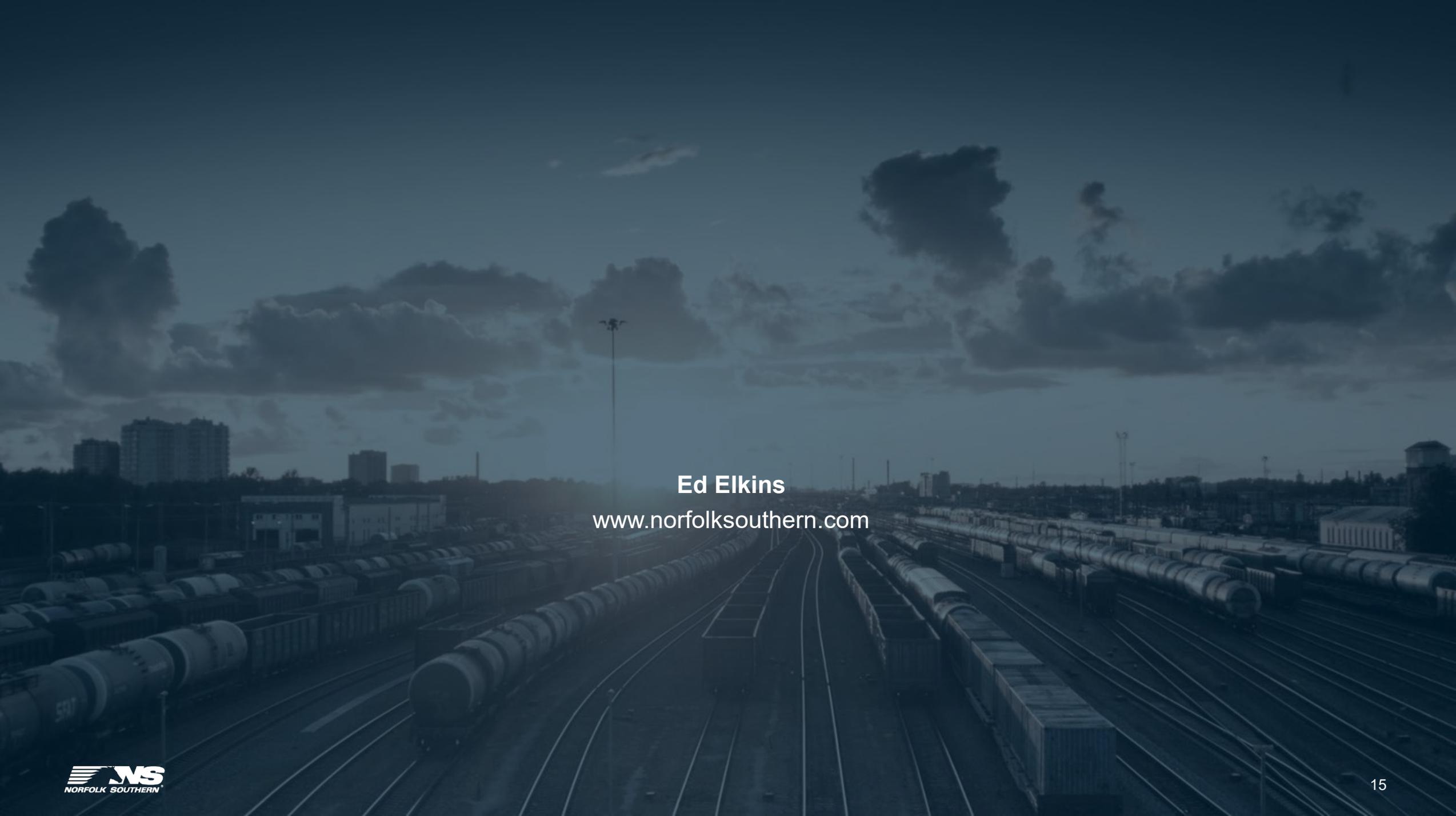
TRAX MOBILE

- Targeted to our industrial users who are not desk based
- Functionality and data equivalent to AccessNS





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