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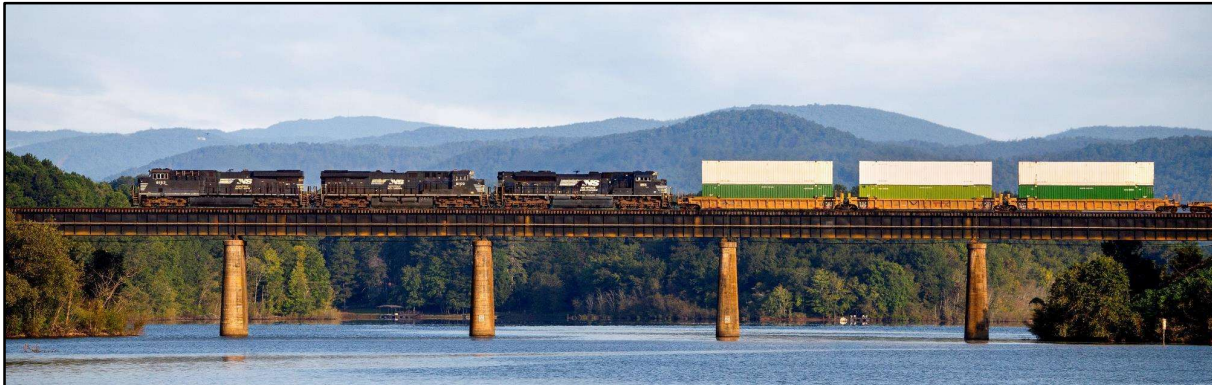
Office of Proceedings
September 17, 2024
Part of
Public Record



GROWTH AT NORFOLK SOUTHERN

Ed Elkins, Executive Vice President and
Chief Marketing Officer

September 17, 2024

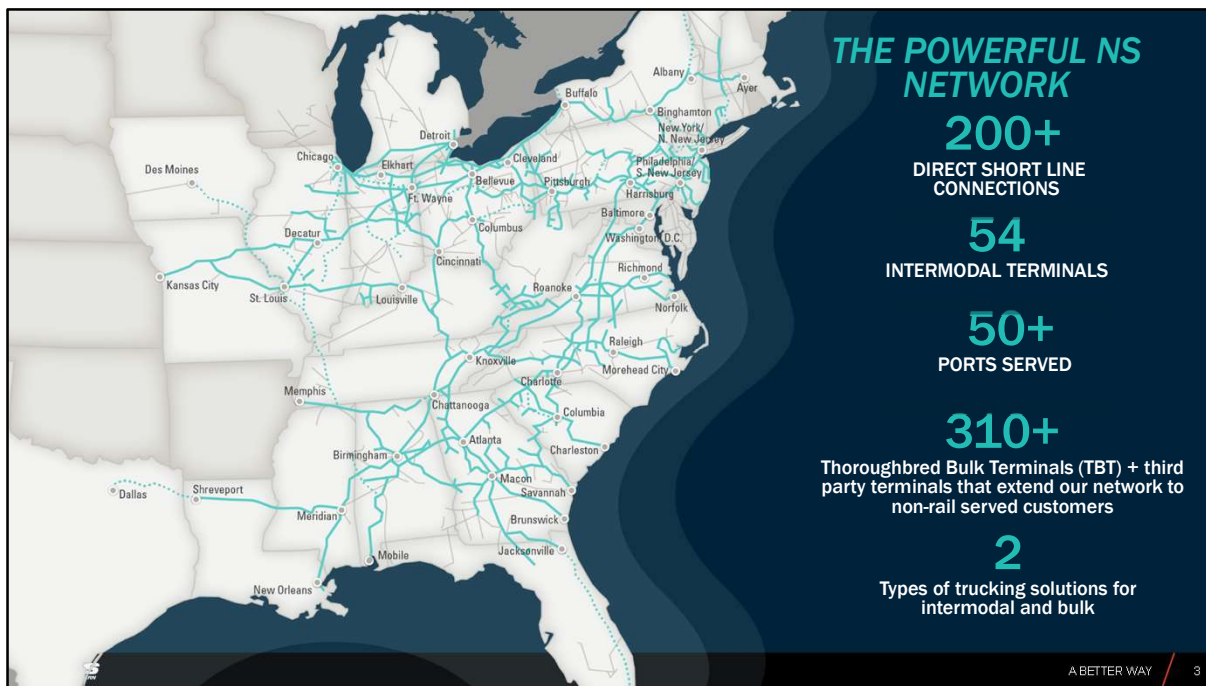


A FRANCHISE BUILT FOR GROWTH

- Balanced strategy of service, productivity, and growth, with safety at its core
- Leveraging the unique strengths of our powerful franchise

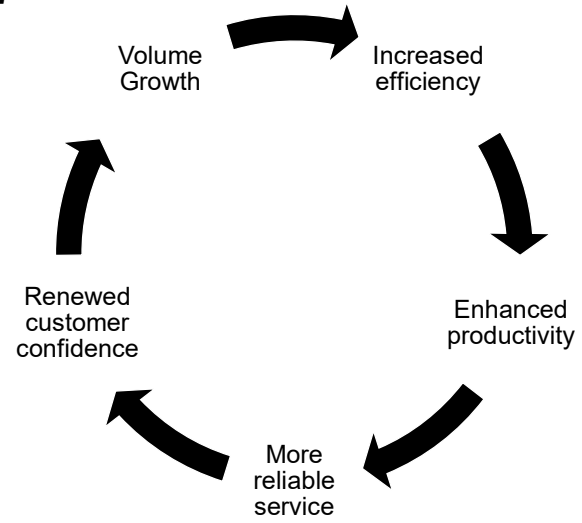


A BETTER WAY / 2



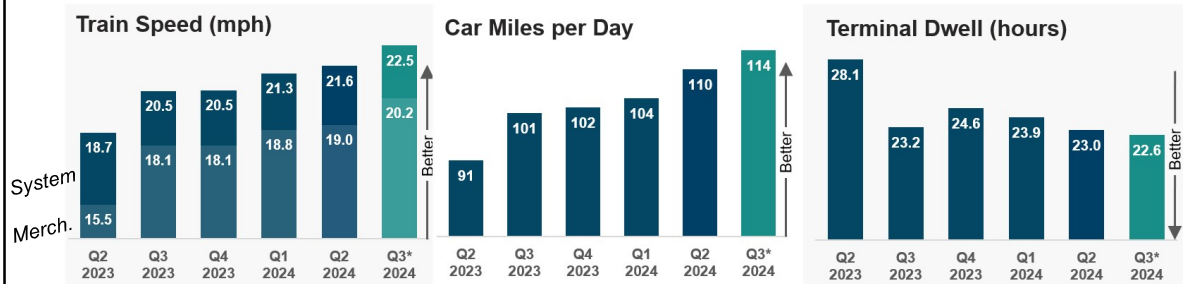
PRODUCTIVITY FLYWHEEL EFFECT

- Our customer-centric, operations-driven service focus creates a cycle of more reliable and robust operations
- Customers trust us to build NS into their supply chains



NETWORK STATUS

Improved Productivity and Efficiency Improves Service

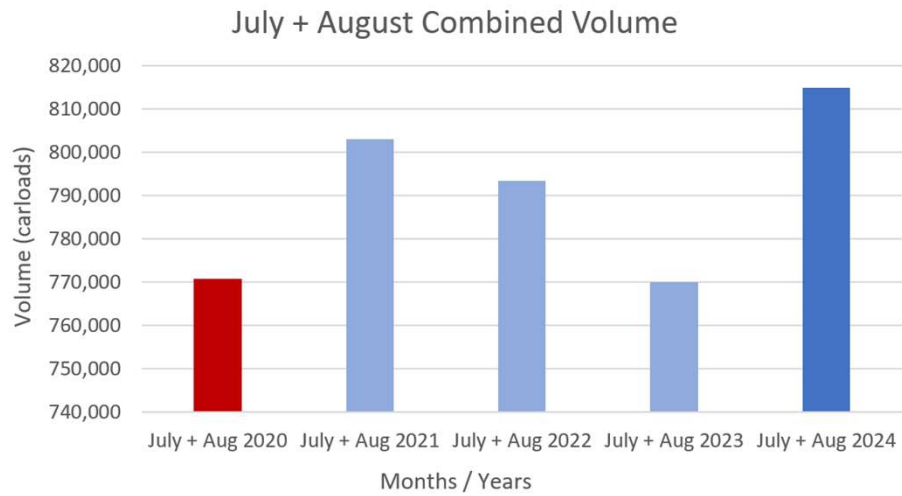


The statistics above are reported through August 31, 2024.

A BETTER WAY

5

AS SERVICE IMPROVES, VOLUMES ARE TRENDING UP



Based on weekly rail and intermodal traffic data reported to AAR by NS

A BETTER WAY / 6

SMART INVESTMENTS FOSTER SMART GROWTH



INNOVATING TO CREATE FIRST AND FINAL MILE SOLUTIONS



A BETTER WAY / 8

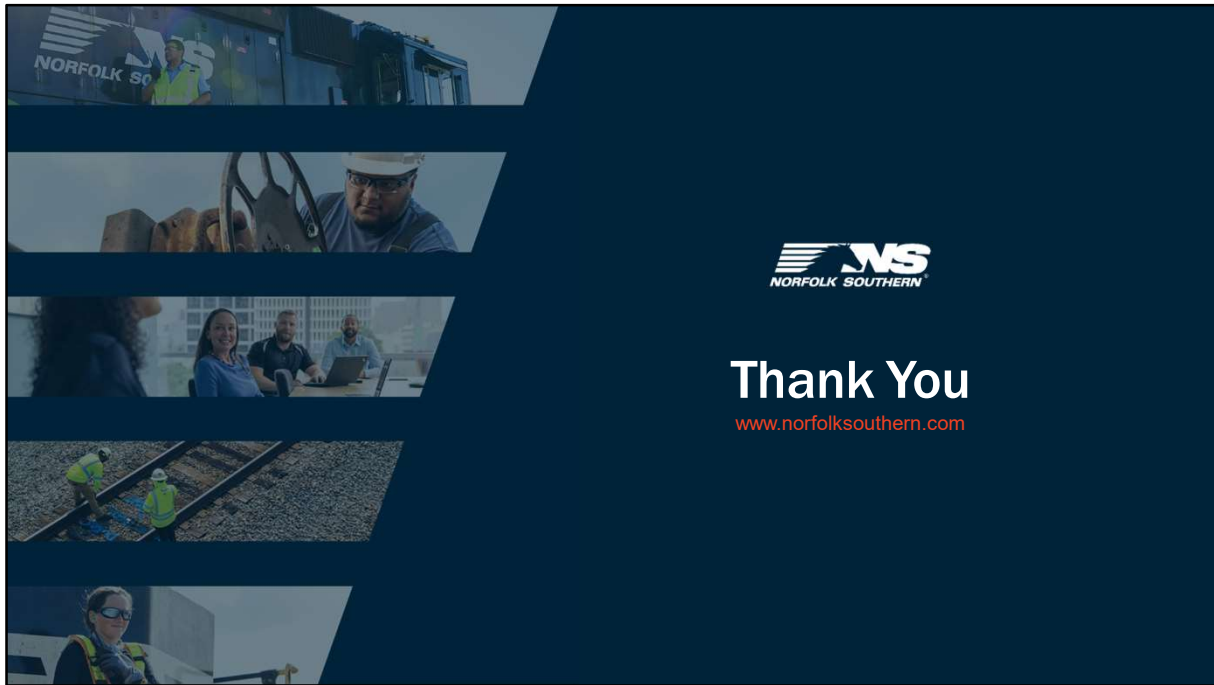
SHORT LINE PERFORMANCE PROJECT

- Launched Summer/Fall of 2023
- Improve local execution
- Direct communication between carriers
- Program growth outpacing other traffic
 - 5.2% increase in short line interchange volume



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