



Stephens Fall Industrial Conference

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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. These statements relate to future events or Norfolk Southern Corporation's (NYSE: NSC) ("Norfolk Southern," "NS" or the "Company") future financial performance and involve known and unknown risks, uncertainties and other factors that may cause the actual results, levels of activity, performance or achievements of the Company or its industry to be materially different from those expressed or implied by any forward-looking statements. 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. 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, such 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. 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, 2017, filed with the Securities and Exchange Commission (the "SEC"), as well as the Company's subsequent filings with the SEC, may cause our actual results, performance or achievements 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.

Operating Results

Nine Months 2018 vs. 2015 (\$ millions)



Nine month records for income from railway operations, OR, net income, EPS

	2018	2015	Favorable (Unfavorable)	
Railway operating revenues	\$ 8,562	\$ 7,993	\$ 569	7%
Railway operating expenses	5,681	5,773	92	2%
Income from railway operations	\$ 2,881	\$ 2,220	\$ 661	30%
Net income	\$ 1,964	\$ 1,195	\$ 769	64%
Earnings per share – diluted	\$ 6.95	\$ 3.90	\$ 3.05	78%
Operating ratio (%)	66.4	72.2	5.8	8%

Note: 2015 results adjusted to reflect the reclassification of certain pension and other postretirement cost components as required by the adoption of ASU 2017-07.

Revenue Outlook



Sustained growth through strategic plan, capitalizing on economic conditions



MERCHANDISE

Favorable crude price differentials

Strong industrial production and consumer spending

Pricing gains



INTERMODAL

Increased consumer spending

Truck market remains constrained

Value of our Intermodal product

Pricing gains



COAL

Strong seaborne coal prices

Increased demand for utility coal

Pricing gains

Norfolk Southern Volume Trend

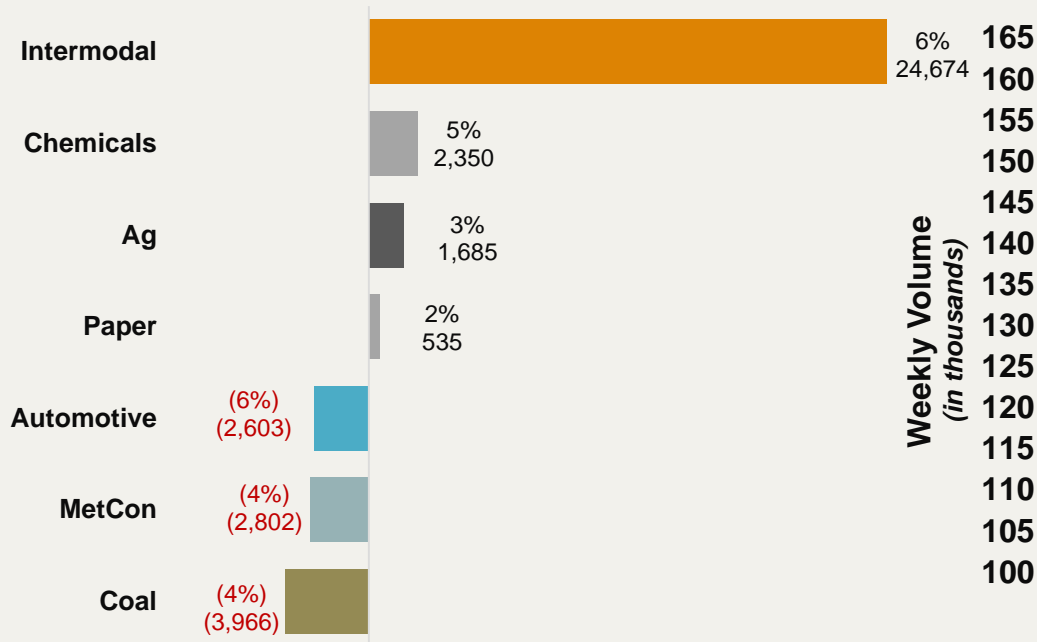
Fourth-quarter AAR Carloads through week 44 (November 3, 2018)



Continued volume growth, driven by Intermodal and Chemicals

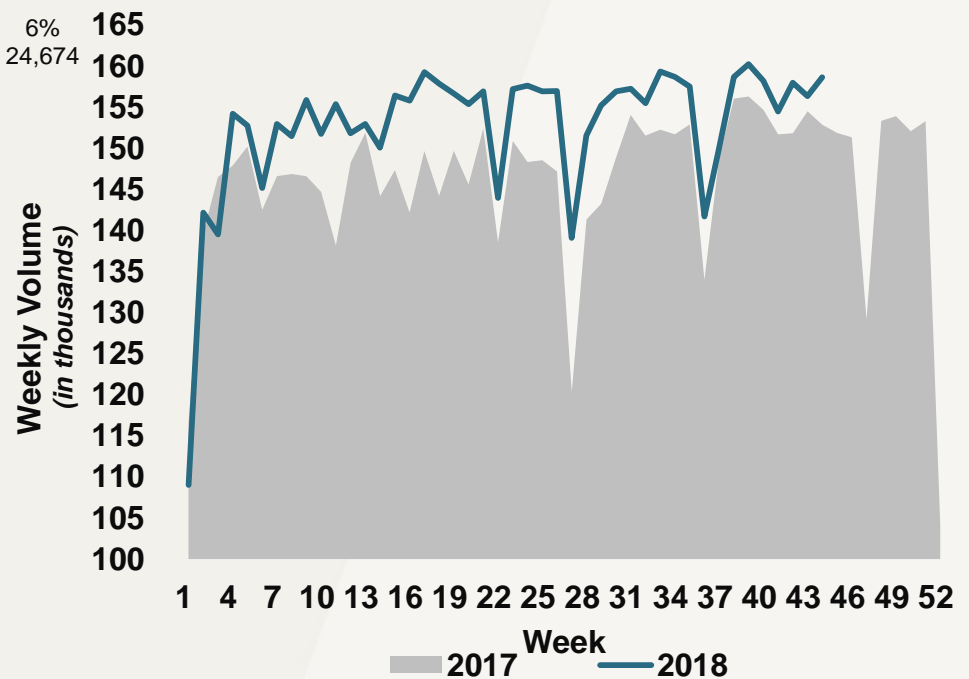
2.6% increase in AAR units

4QTD 2018 vs. 2017



Weekly Volume Trend

AAR carloads through week 44 (ended November 3, 2018)



Thank You



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