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Executive Vice President and
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Valued Norfolk Southern Customers and Partners:

As our nation begins to recover from the economic impacts of COVID-19, we know you are counting on Norfolk Southern more than ever to deliver the reliable, responsive and efficient service you expect. We hear you, and today I want to share an update on how we're changing to best meet your needs and continue delivering an excellent service product.

Increased Agility

The goal of the strategic plan we announced last year is to create a smarter, faster and more responsive railroad to serve the evolving needs of our customers. That plan was well underway and achieving significant results before the outbreak of COVID-19. The current economic disruption is a challenge for all of us, but we are using this time to find additional ways to streamline our operations.

One important initiative is to simplify our operations and make our network more agile, consistent and efficient, while providing a platform for growth. This means routing your shipments more directly toward their destination, with fewer handlings and classifications along the way.

Enhanced Efficiency

We are now in the process of reviewing individual yards to enable more efficient operations. Our first major enhancement involved our Linwood yard in North Carolina last month. After a thorough review, we completely redesigned our train operations and work activity. Today, our service in the region is more fluid. We recently completed a similar review of Bellevue yard in northern Ohio, which will result in a series of service modifications later this month.

Direct Communication and Collaboration

We're committed to keeping you fully informed as we transform our operations. We are reaching out to affected customers directly over the next two weeks to discuss the planned changes. We are especially mindful of first- and last-mile changes, and we plan on working closely with you as we implement these steps.

We will review similar opportunities across our network throughout the summer. Our goal is to build on our service performance, enhance operational efficiency and, ultimately, engineer a more resilient rail network capable of growing with you through the upcoming recovery.

We will continue to collaborate with you to ensure we are meeting your needs. If you have questions, or if you would like to discuss any other aspect of your business with us, please reach out to your sales representative or customer service specialist.

I thank you again for your business and your partnership.

Alan