

Procedures

We welcome you to the 2021 Annual Meeting of Shareholders of Norfolk Southern Corporation. In order to provide for a fair and informative meeting, the following procedures have been established. We thank you in advance for your cooperation.

1. The business of the Meeting will be conducted as set forth in the Agenda.
2. Questions submitted for a particular item should pertain to that item. A two-minute limitation will be observed in reading these questions. In order that the business of the Meeting is accomplished in a timely manner, discussion of all voting items will be limited to a total of ten minutes. If there are any additional comments or questions, they may be submitted in the general question and answer period following the Meeting.
3. Questions and comments on specific matters to be voted on at the Meeting should be submitted using the online platform provided for this Meeting by shareholders who have logged in using their control number. Anyone attending the Meeting as a guest will not have the option to submit questions or comments.
4. We will try to answer all shareholder questions, subject to time constraints. In order to give as many shareholders as possible an opportunity to submit questions or comments, please make your question or comment as brief as possible. Questions should be relevant to the Meeting or our business.
5. All questions and comments will be directed to the Chairman, who may call on other persons to respond as appropriate.
6. Under Norfolk Southern's Bylaws, no nominations of directors can be accepted from the floor at this year's meeting.
7. Under Norfolk Southern's Bylaws, no shareholder proposals can be accepted from the floor other than proposals properly noticed in accordance with our Bylaws.
8. Matters of individual concern to a shareholder and not of general concern to all shareholders are not appropriate for discussion at the Meeting.
9. The Chairman will not address submissions that are profane, repetitive, irrelevant to our business, related to pending or threatened litigation, or disruptive to the business of the Meeting. To avoid repetition, we may group questions by topic with a representative question read aloud and answered.
10. Use of any type of recording device by anyone participating via the webcast or telephone is prohibited for this Meeting.