



Qualifications of Directors and Nominees (continued)

Director Skills and Qualifications¹

Bell Daniels Donadio Huffard Jones Kelleher Leer Lockhart Miles Mongeau Scanlon Shaw Thompson

Area of Expertise	Description	Bell	Daniels	Donadio	Huffard	Jones	Kelleher	Leer	Lockhart	Miles	Mongeau	Scanlon	Shaw	Thompson
CEO/Senior Officer	Experience working as a CEO or senior executive of a major public, private, or non-profit entity.	•	•	•	•	•	•	•	•	•	•	•	•	•
Environmental and Safety	A thorough understanding of safety and environmental issues and transportation industry regulations.	•							•	•		•	•	
Finance and Accounting	Senior executive level experience in financial accounting and reporting, auditing, corporate finance, and/or internal controls.		•	•	•	•	•		•	•	•			•
Governance/ Board	Prior or current experience as a board member of a major public, private, or non-profit entity.	•	•	•	•	•	•	•	•	•	•	•	•	•
Governmental and Stakeholder Relations	Experience in or a strong understanding of the workings of government and public policy on a local, state, and national level and stakeholder strategy and engagement.	•	•			•	•	•			•		•	•
Human Resources and Compensation	Senior executive level experience or membership on a board compensation committee with an extensive understanding of human resources management and compensation programs, particularly compensation programs for executive level employees and incentive-based compensation programs.	•		•	•		•	•			•	•		•
Information Technology	Senior executive level or board experience with information technology issues, including cybersecurity, for a major public, private, or non-profit entity.				•	•				•		•	•	•
Marketing	Senior executive level experience in marketing combined with a strong working knowledge of Norfolk Southern's markets, customers, and strategy.	•			•				•	•	•	•	•	•
Risk Management	Senior executive level or board experience in the identification, evaluation, and prioritization of risks and the development of comprehensive policies and procedures to effectively mitigate risk and manage compliance.	•		•	•	•	•		•		•	•	•	
Strategic Planning	Senior executive level experience in strategic planning for a major public, private, or non-profit entity.	•	•	•	•	•	•	•	•	•	•	•	•	•
Transportation	Extensive knowledge and experience in the transportation industry, either as a senior executive of a transportation or logistics company or as a senior executive of a customer of a transportation company.								•	•		•	•	•

¹ Information as of March 31, 2023. A “•” in the chart indicates a specific area of focus or expertise that is particularly relevant to a director’s service on our Board. The lack of a “•” does not mean that a director does not also possess meaningful experience or skill in that area.

More information on director qualifications and nomination is contained in Norfolk Southern’s Corporate Governance Guidelines, posted on the “Invest in NS” page under “Corporate Governance Documents” on our website.