

Reconciliation of Non-GAAP Financial Measures

Information presented by Claude E. Elkins and Mark R. George during NS' third quarter earnings conference call on October 25, 2023 (posted elsewhere on our website) included non-GAAP financial measures, as defined by Securities and Exchange Commission Regulation G. Non-GAAP financial measures should be considered in addition to, not as a substitute for, the financial measures reported in accordance with U.S. generally accepted accounting principles (GAAP).

Consolidated Statements of Income - excluding Eastern Ohio incident¹

(\$ in millions except per share amounts)

	Third Quarter		
	2023 (GAAP)	Eastern Ohio incident	2023 excluding impact of incident (Non-GAAP ¹)
Railway operating expenses			
Compensation and benefits	\$ 715	\$ -	\$ 715
Purchased services and rents	517	-	517
Fuel	289	-	289
Depreciation	326	-	326
Materials and other	205	-	205
Eastern Ohio incident	163	(163)	-
Total railway operating expenses	<u>\$ 2,215</u>	<u>\$ (163)</u>	<u>\$ 2,052</u>
Income from railway operations	<u>\$ 756</u>	<u>\$ 163</u>	<u>\$ 919</u>
Income before income taxes	\$ 614	\$ 163	\$ 777
Income taxes	136	40	176
Net income	<u>\$ 478</u>	<u>\$ 123</u>	<u>\$ 601</u>
Earnings per share - diluted	<u>\$ 2.10</u>	<u>\$ 0.55</u>	<u>\$ 2.65</u>
Railway operating ratio (%)	74.6	(5.5)	69.1

Revenue Per Unit

Third Quarter	2023	2022	Change	% Change
Total revenue per unit	\$ 1,760	\$ 1,938	\$ (178)	-9%
Less: Fuel surcharge revenue per unit	146	291	(145)	-50%
Revenue per unit less fuel surcharge revenue ²	<u>\$ 1,614</u>	<u>\$ 1,647</u>	<u>\$ (33)</u>	-2%
Merchandise revenue per unit	\$ 3,241	3,388	\$ (147)	-4%
Less: Fuel surcharge revenue per unit	159	385	(226)	-59%
Merchandise revenue per unit less fuel surcharge revenue ²	<u>\$ 3,082</u>	<u>3,003</u>	<u>79</u>	3%
Intermodal revenue per unit	\$ 764	968	\$ (204)	-21%
Less: Fuel surcharge revenue per unit	156	252	(96)	-38%
Intermodal revenue per unit less fuel surcharge revenue ²	<u>\$ 608</u>	<u>716</u>	<u>\$ (108)</u>	-15%
Coal revenue per unit	\$ 2,602	2,575	\$ 27	1%
Less: Fuel surcharge revenue per unit	50	200	(150)	-75%
Coal revenue per unit less fuel surcharge revenue ²	<u>\$ 2,552</u>	<u>2,375</u>	<u>\$ 177</u>	7%

Free Cash Flow

(\$ in millions)

Nine Months Ended September 30	2023	2022
Net cash provided by operating activities	\$ 2,506	\$ 3,424
Property additions	<u>(1,496)</u>	<u>(1,282)</u>
Free cash flow ³	1,010	2,142
Property sales and other transactions	62	193
Investment purchases	(120)	(8)
Investment sales and other transactions	160	37
Net cash used in financing activities	<u>(62)</u>	<u>(1,989)</u>
Net increase in cash and cash equivalents	\$ <u>1,050</u>	\$ <u>375</u>

¹ GAAP financial results are adjusted to exclude \$163 million in expenses recognized in the third quarter related to the effects of the February 3, 2023 derailment in Eastern Ohio (the Incident). The income tax effect of this non-GAAP adjustment was calculated based on the applicable tax rates to which the non-GAAP adjustment related. Management believes these non-GAAP financial measures provide valuable information regarding earnings and business trends of the Company. We use these non-GAAP financial measures internally and believe this information provides useful supplemental information to investors to facilitate making period-to-period comparisons and assessing trends in our performance by excluding the effects of the Incident.

² Revenue per unit as used here is to reflect average revenue per unit absent the effect of fuel surcharges. Management believes this non-GAAP financial measure provides useful supplemental information to investors regarding the Company's pricing trends, by excluding the volatility introduced by fuel surcharges, and is useful for period-over-period comparisons of these trends.

³ Free cash flow as used here is a function of cash provided by operating activities reduced by property additions and is a measure of cash available for other investing and financing activities, primarily including payment of dividends, repurchases of common stock and repayments of debt. Management believes that this non-GAAP financial measure provides useful supplemental information to investors regarding the Company's ability to generate cash flows after taking into consideration cash necessary to cover operations and maintain and grow our capital base.

The Company uses these non-GAAP financial measures internally and believes this information provides useful supplemental information to investors regarding the Company's financial performance as compared to prior periods. While the Company believes that these non-GAAP financial measures are useful in evaluating the Company's business, this information should be considered as supplemental in nature and is not meant to be considered in isolation from, or as a substitute for, the related financial information prepared in accordance with GAAP. In addition, these non-GAAP financial measures may not be the same as similar measures presented by other companies.