



Norfolk Southern Corporation
650 W. Peachtree Street NW
Atlanta, GA 30308

Mark R. George
President & Chief Executive Officer

April 14, 2026

Mr. Corey Rosenbusch
President and Chief Executive Officer
The Fertilizer Institute
4201 Wilson Blvd., Suite 700
Arlington, VA 22203

Dear Mr. Rosenbusch:

Thank you for your recent letter concerning the impact on the U.S. fertilizer industry caused by global supply disruptions. We appreciate your outreach.

Norfolk Southern is positioned to handle increased volumes of fertilizer across its system. We have a dedicated customer logistics team that coordinates closely with our fertilizer customers to understand their needs and proactively ensure we are planning to handle their business efficiently. Earlier this year, we released a new feature in our AccessNS customer portal called Unit Train Pre-Release that allows for better visibility and proactive locomotive and crew planning for our unit train customers. We also redesigned our Online Case Management portal in 2025 which enhanced the customer experience and improved the speed of case resolution for our fertilizer customers.

Our preparations are yielding good results. Year-to-date (through the first quarter of 2026), our fertilizer carload shipments are up 7.4% versus the same period last year. We finished March with continued stable service metrics including overall train speed at 20.7 mph, terminal dwell at 22.4 hours, merchandise plan compliance at 76%, and industry spot/pull at 94.9%. In addition to our planned hiring, our "Go Team" strategy allows us to deploy temporary crew transfers to regions of our network where surges of volume growth create a need for additional capacity, and we have a substantial surplus of locomotives in storage, which may be made available to support future operating requirements.

We have strong relationships with our fertilizer customers. We will continue to stay close to them as they work through today's challenges and help them find solutions to their transportation needs.

Very truly yours,

A handwritten signature in black ink, appearing to read 'M. George', written over a horizontal line.

Mark R. George

Mr. Corey Rosenbusch

April 14, 2026

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cc: The Honorable Brooke Collins, Secretary of Agriculture
The Honorable Sean Duffy, Secretary of Transportation
The Honorable Patrick Fuchs, Chairman, Surface Transportation Board
The Honorable Michelle Schultz, Vice Chairman, Surface Transportation Board
The Honorable Karen Hedlund, Member, Surface Transportation Board
The Honorable Ted Cruz, Chairman, U.S. Senate Committee on Commerce, Science & Transportation
The Honorable Maria Cantwell, Ranking Member, U.S. Senate Committee on Commerce, Science & Transportation
The Honorable Sam Graves, Chairman, U.S. House Committee on Transportation & Infrastructure
The Honorable Rick Larsen, Ranking Member, U.S. House Committee on Transportation & Infrastructure
Mr. Ian Jefferies, President & CEO, Association of American Railroads