



Paul Duncan

*Executive Vice President &
Chief Operating Officer*

- Over 20 years of experience as a railroader
- Responsible for leading the company's service schedules, operations and maintenance of infrastructure and equipment

Paul Duncan is Executive Vice President & Chief Operating Officer at Norfolk Southern Corporation. Since 1827, Norfolk Southern has safely moved the goods and materials that drive the U.S. economy. Today, its dedicated team members deliver more than 7 million carloads annually, from agriculture to consumer goods, and is the largest rail shipper of auto products and metals in North America. Norfolk Southern also has the most extensive intermodal network in the eastern U.S., serving a majority of the country's population and manufacturing base, with connections to every major container port on the Atlantic coast as well as the Gulf of Mexico and Great Lakes.

Appointed Chief Operating Officer in 2023, Duncan is responsible for leading the teams that design and implement the company's service schedules, operate the trains that safely move customer's goods, as well as maintain and upgrade infrastructure and equipment. Departments reporting to him include Network Planning and Optimization, Network Operations, Engineering, Advanced Train Control (Mechanical and C&S), Performance Excellence, Safety, Transportation, and the NS Police team.

Duncan has more than 20 years of railroading experience. He joined Norfolk Southern in 2022 as Vice President Network Planning & Operations and was promoted to Senior Vice President Transportation & Network Operations. He previously spent over 19 years at BNSF Railway, where he most recently served as Vice President of Service Design and Performance. He began his career at BNSF as a Hub Manager before holding several progressively responsible leadership positions in Intermodal Operations, Transportation, Network Operations, Capacity Planning, and Service Design.

Duncan serves on the boards of directors of the Belt Railway of Chicago, Indiana Harbor Belt, and Conrail.

Duncan earned a bachelor's degree in transportation logistics from Iowa State University.