



Surface Transportation Board  
Washington, D.C. 20423-0001

March 8, 2024

Frederick D. DiSanto  
Chairman and Chief Executive Officer  
Ancora Holdings Group LLC

James Chadwick  
President  
Ancora Alternatives LLC

Dear Messrs. DiSanto and Chadwick,

Thank you for your letter of February 5, 2024, describing your recent investment in Norfolk Southern Corporation (“NS”). I appreciated your offer to speak with me about your concerns and goals for NS. In response to your offer, my office contacted you the next day to arrange a meeting. You responded by indicating that Ancora was not prepared to meet at that time, despite your offer. I am disappointed that you have not yet scheduled a meeting.

Given the concerns about your real goals for the company raised by numerous other rail stakeholders and by me over the past month, I would think a meeting to more fully discuss the future of NS would be beneficial. I await your response.

A copy of your letter and this reply have been posted to the Non-Docketed Correspondence page of the Board’s website. If you have any questions, please contact Ms. Janie Sheng, Director of the Board’s Office of Public Assistance, Governmental Affairs, and Compliance, at 202-245-0238.

Sincerely,

Martin J. Coerman  
Chairman