



CSX Investor Day 2024

Thursday, November 7, 2024

Ritz-Carlton, Amelia Island, FL

Forward Looking Disclosure

This information and other statements by the company may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act with respect to, among other items: projections and estimates of earnings, revenues, margins, volumes, rates, cost-savings, expenses, taxes, liquidity, capital expenditures, dividends, share repurchases or other financial items, statements of management's plans, strategies and objectives for future operations, and management's expectations as to future performance and operations and the time by which objectives will be achieved, statements concerning proposed new services, and statements regarding future economic, industry or market conditions or performance. Forward-looking statements are typically identified by words or phrases such as "will," "should," "believe," "expect," "anticipate," "project," "estimate," "preliminary" and similar expressions. Forward-looking statements speak only as of the date they are made, and the company undertakes no obligation to update or revise any forward-looking statement. If the company updates any forward-looking statement, no inference should be drawn that the company will make additional updates with respect to that statement or any other forward-looking statements.

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Non-GAAP Measures Disclosure

CSX reports its financial results in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP). CSX also uses certain non-GAAP measures that fall within the meaning of Securities and Exchange Commission Regulation G and Regulation S-K Item 10(e), which may provide users of the financial information with additional meaningful comparison to prior reported results.

Non-GAAP measures do not have standardized definitions and are not defined by U.S. GAAP. Therefore, CSX's non-GAAP measures are unlikely to be comparable to similar measures presented by other companies. The presentation of these non-GAAP measures should not be considered in isolation from, as a substitute for, or as superior to the financial information presented in accordance with GAAP.

Reconciliations of non-GAAP measures to corresponding GAAP measures are attached hereto in the Appendix of this presentation.



Welcome

Joe Hinrichs

Chief Executive Officer and President

**Proven
Powerful
Profitable**

Today's Agenda

Welcome – Joe Hinrichs

Executing a Proactive Growth Strategy – Kevin Boone

Attracting New Development to Rail – Christina Bottomley

Deepening Customer Engagement – Arthur Adams

Broadening Intermodal Opportunities – Maryclare Kenney

Realizing Our Potential – Kevin Boone

Break

Advancing a Proven Model – Mike Cory & Casey Albright

Enhancing CSX Value Creation – Sean Pelkey

Q&A

Continuing Our Energy and Momentum – Joe Hinrichs



**Proven
Model**

**Powerful
Momentum**

**Profitable
Growth**



Executing a Proactive Growth Strategy

Kevin Boone

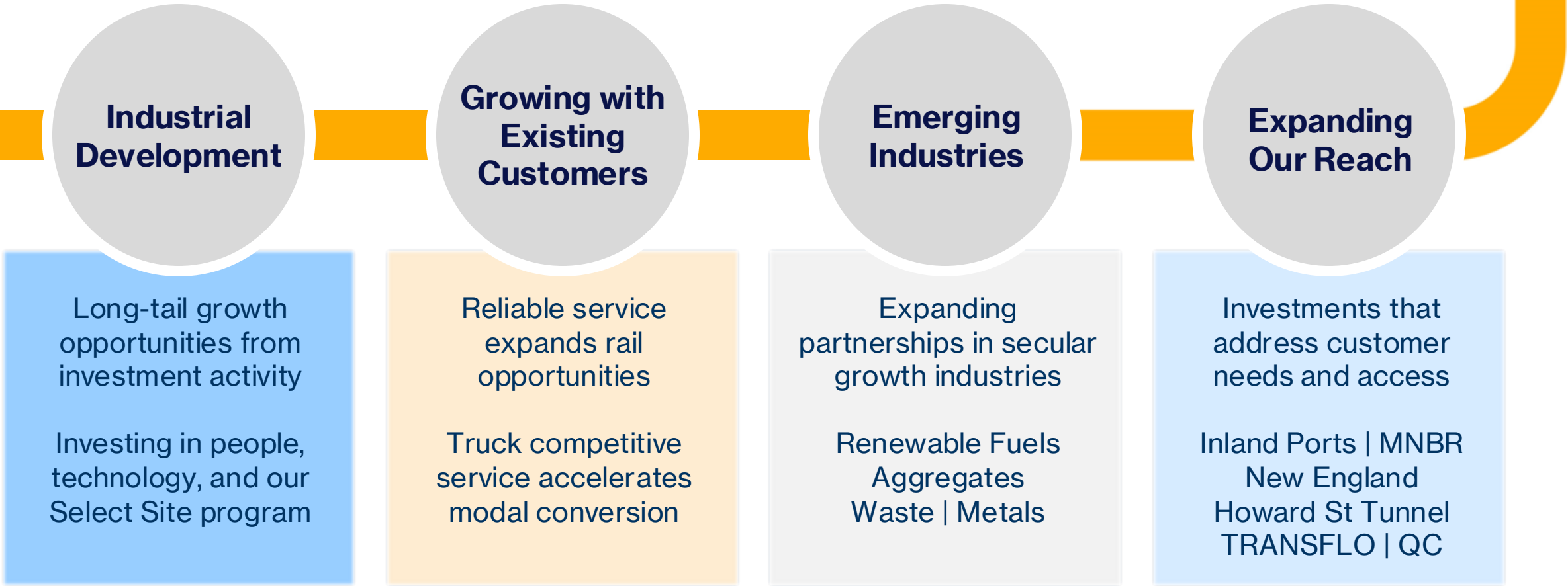
EVP and Chief Commercial Officer



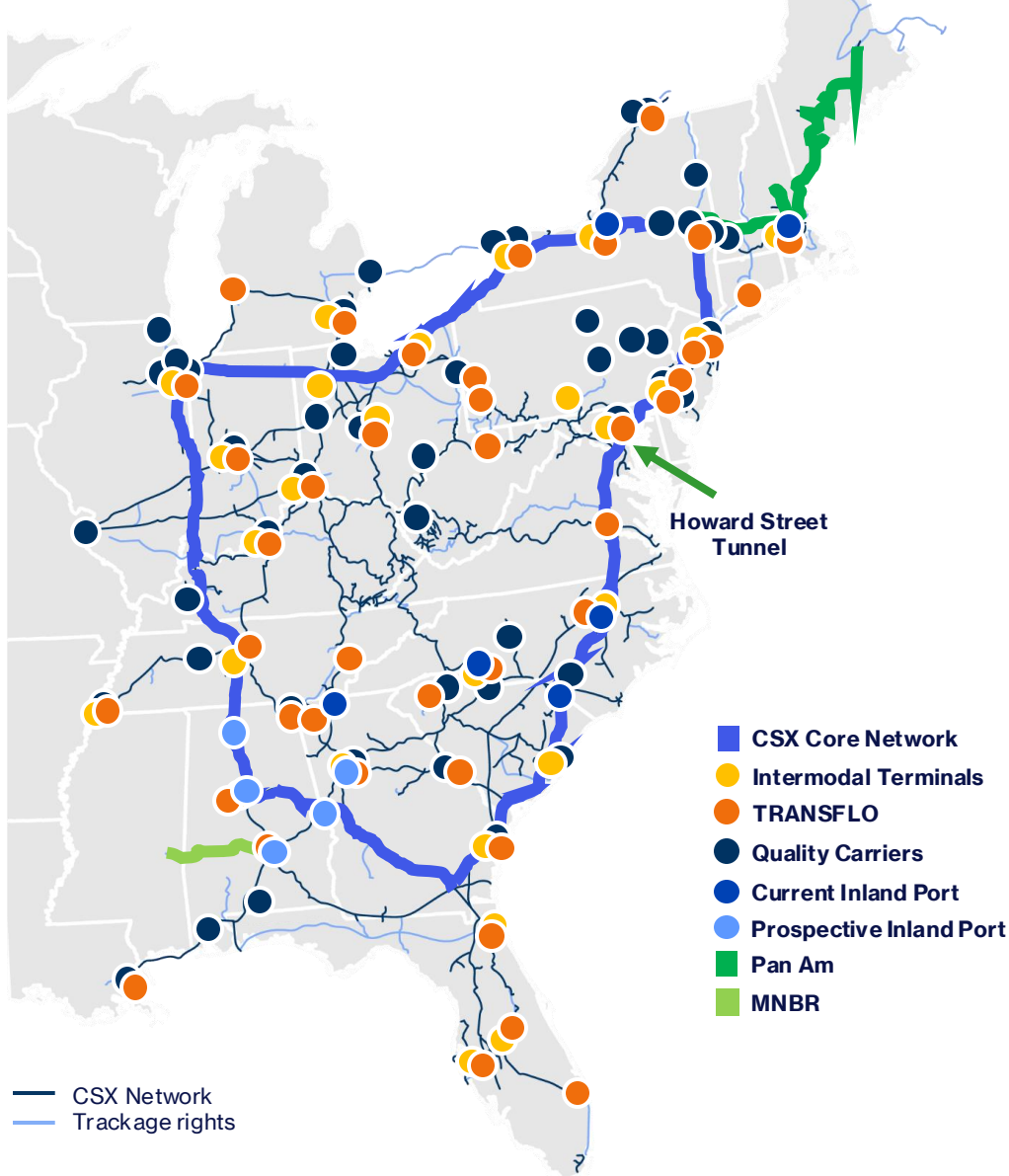
At CSX, we are pursuing a proactive approach to growth

- Treating **service** as foundational
- Being **adaptive & responsive** to market changes
- Building **partnerships** with customers, Class Is, and short lines
- Promoting an **agile** mindset by leveraging technology

Our market expansion efforts take multiple forms



A powerful network with expanding reach



Leveraging our extensive reach
across the key regions of the US
industrial base

Broadening our effective footprint
with strategic investments

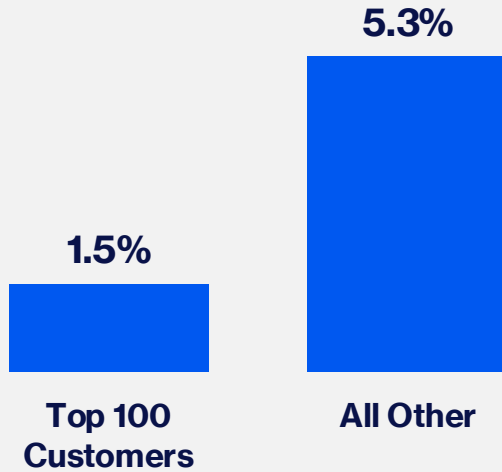
Recent & Future Additions

TRANSFLO
Quality Carriers
Inland Ports
Pan Am & MNBR
Howard St Tunnel

Potential Incremental Volume

600-700k
units

5 Year Historical Revenue Growth Rates¹



A diverse customer portfolio requires diverse commercial strategies

Different approaches for different customers

Large Cap

Industrial Development

White Boarding Sessions

Partnerships

Mid & Small Cap

Targeting Emerging Industries

Regional Sales

Bespoke Approach

¹ Excluding Coal

Attracting New Development to Rail

Christina Bottomley

VP, Business Development and Real Estate

CSX helps customers find and build rail-served facilities

Site Selection

40 Premier CSX Select Sites
~1k other properties in inventory

Site Design

~70% new sites vs expansions
~700 average carloads per project

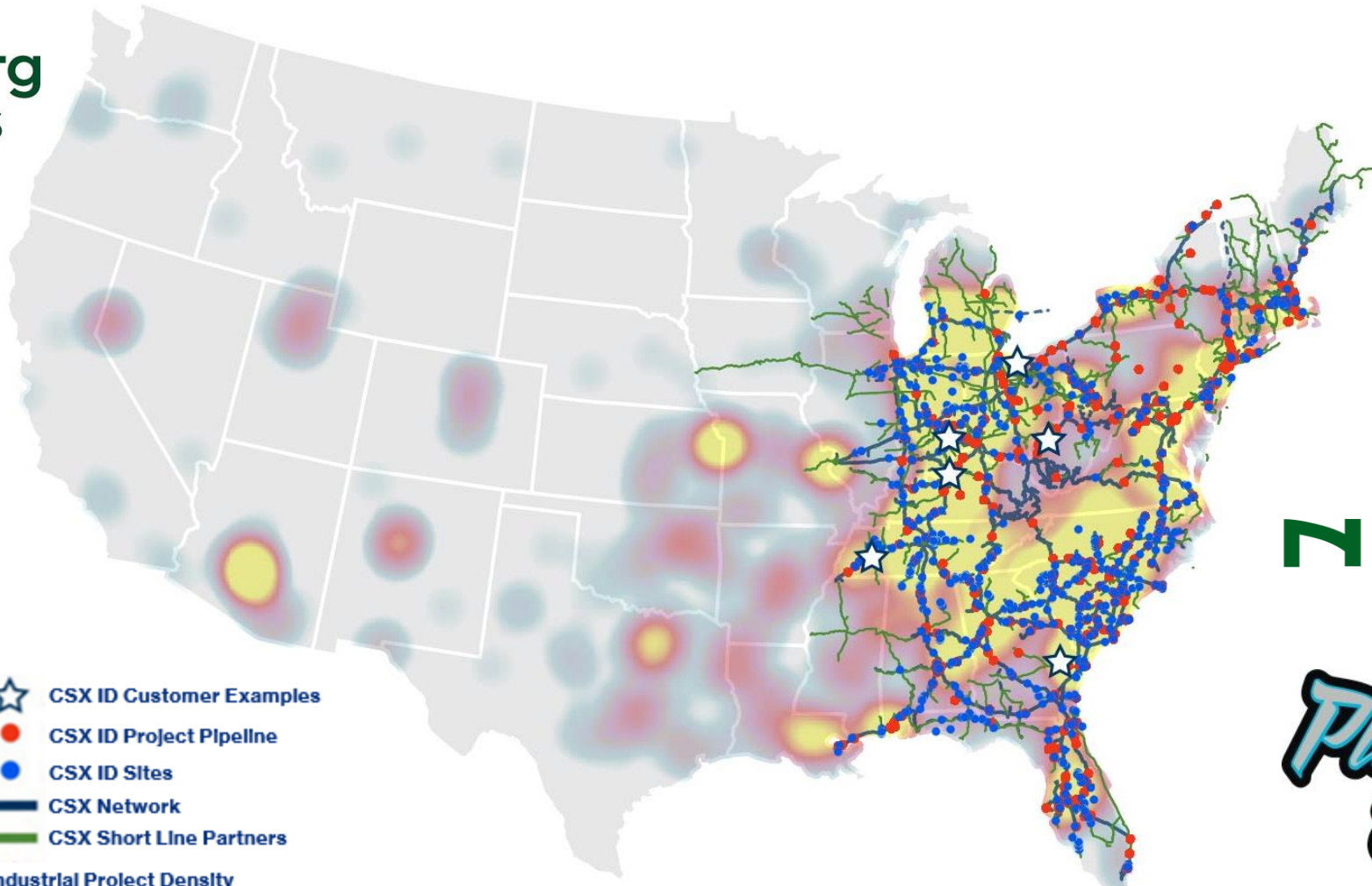
Customer Commitment

~100 projects go live each year
Avg. \$60M invested per project,
includes sites of >\$1B

Project Management

2-5 years to complete a project
1-2 years to ramp up full production

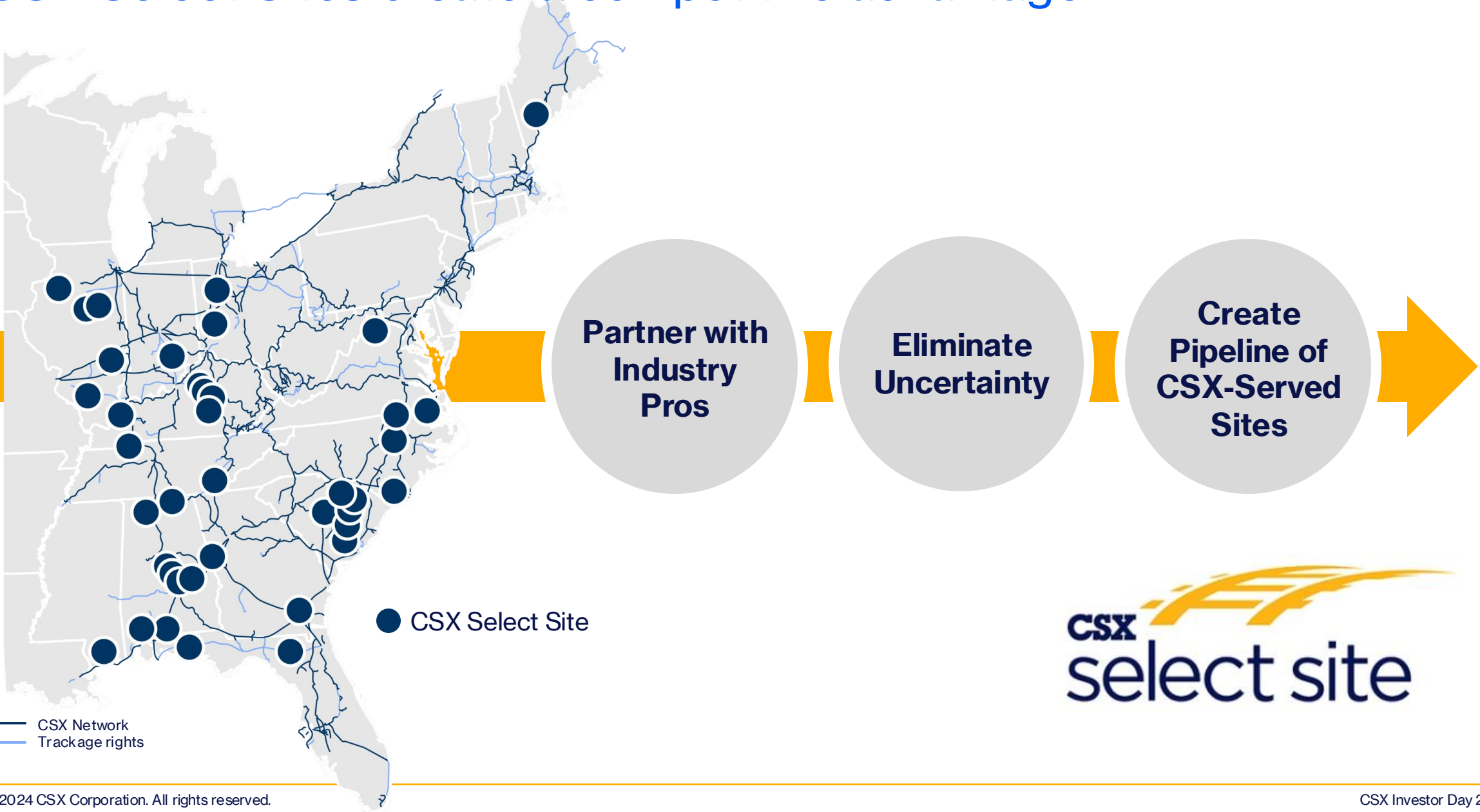
>500 new customer sites or expansions in pipeline



- ☆ CSX ID Customer Examples
 - CSX ID Project Pipeline
 - CSX ID Sites
 - CSX Network
 - CSX Short Line Partners
- Industrial Project Density
- Sparse
 - Dense



CSX Select Sites create a competitive advantage



CSX Site Design creates growth for today and the future



- Project Management
- Track Designs
- Estimates & Savings
- Competitive Access
- Future Expansion
- Operational Guidelines
- Construction Coordination



Jose Gonzalez
Procurement Director

Novelis

Carter Hendricks
Executive Director

**Southwestern
Kentucky Economic
Development Council**

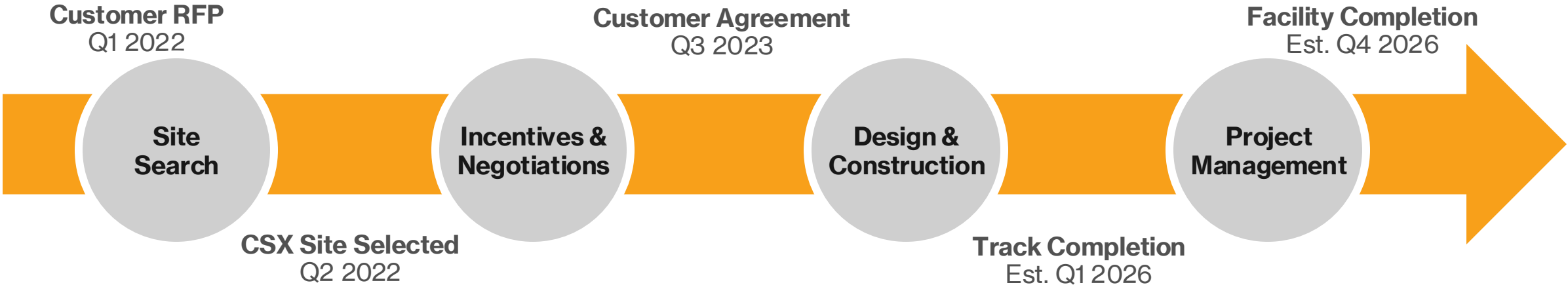


Mecha herm

Linde

217

Years of development with a significant payoff



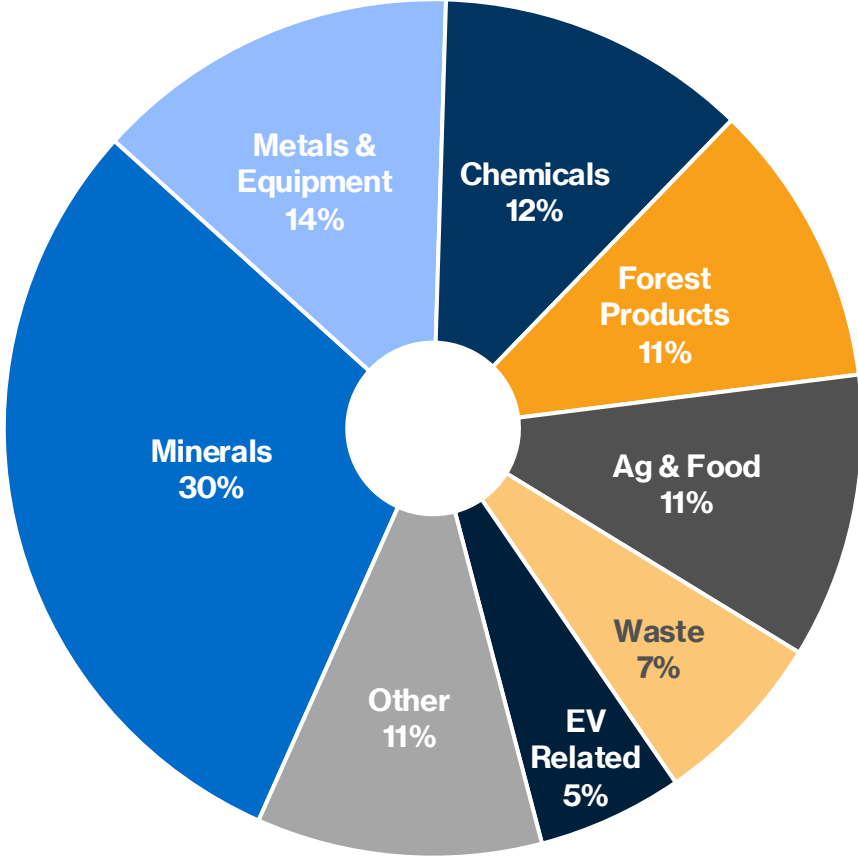
CSX's industrial development pipeline is deep and diverse

~50% of pipeline projects located in the **Southeast US**

Multiple minerals expansions driven by **increasing infrastructure demand**

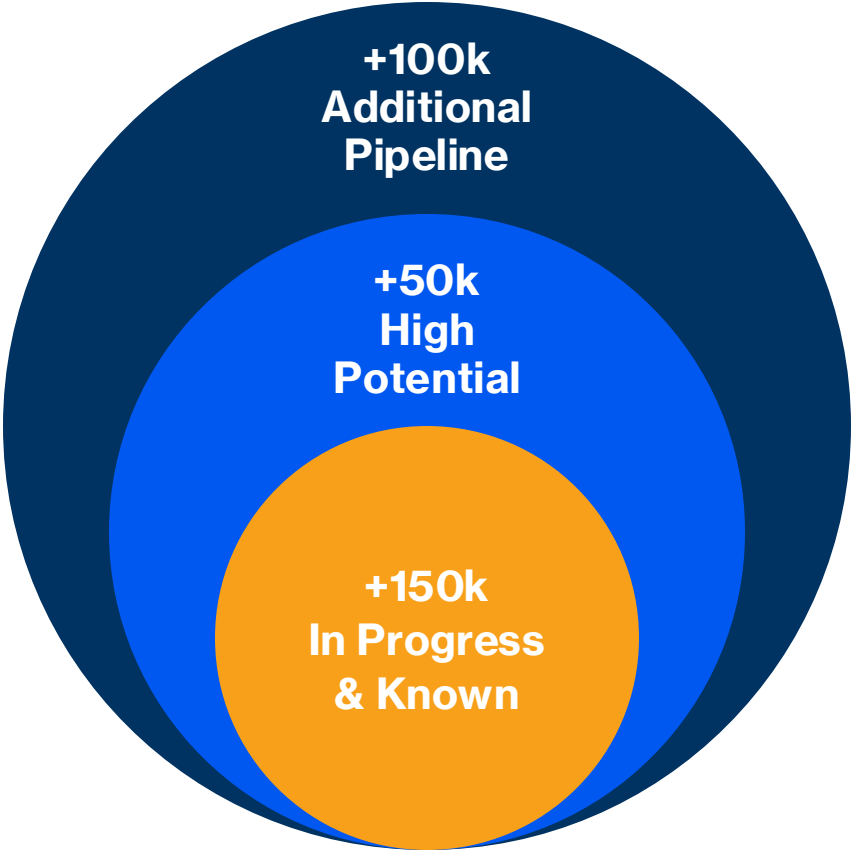
Operations connectivity helping to ensure **sufficient capacity**

More than **500 projects** in various stages represent carload opportunities across multiple end markets



Pipeline projects could add 150-300k annual carloads by 2027

~95% of development projects are Merchandise;
remaining are Intermodal and Automotive opportunities



New capacity builds and expansions are key elements of our Merchandise **growth strategy**

Incremental volume potential grows **as the pipeline expands and matures**

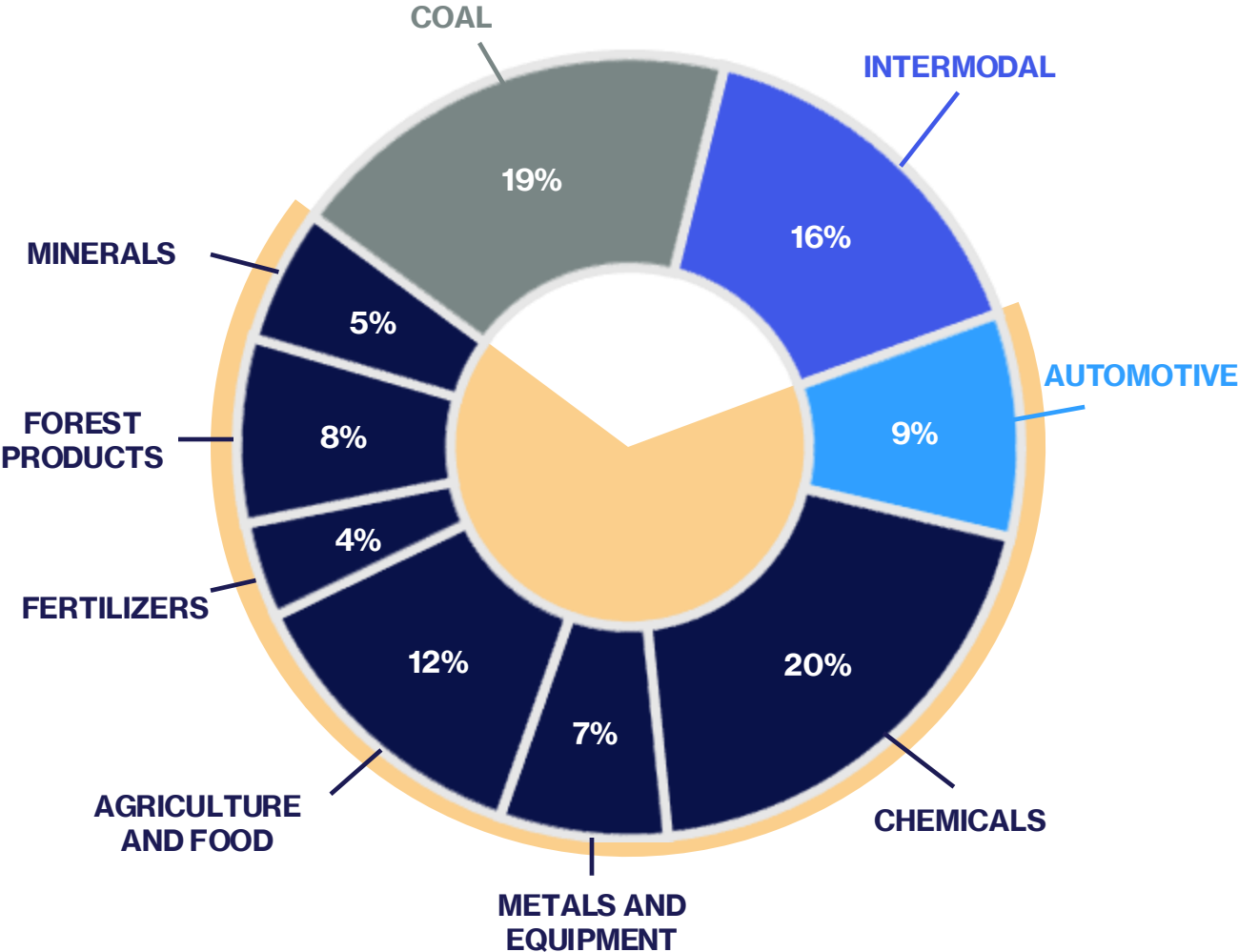
Gross additions outpacing natural attrition, driving potential **net annual volume additions of 1-2%**

Deepening Customer Engagement

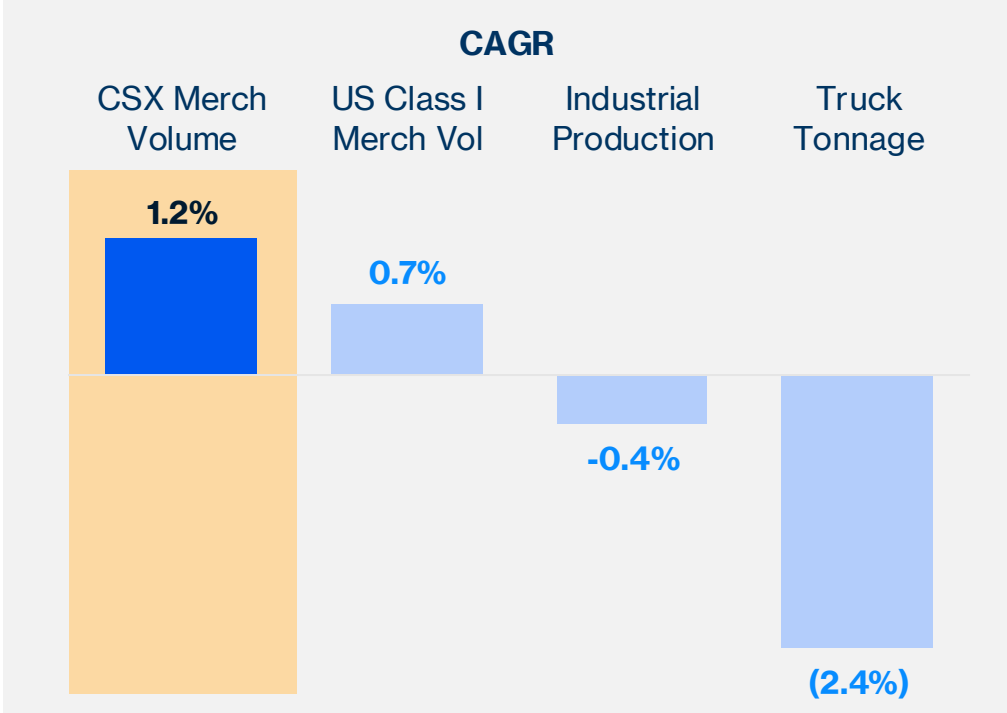
Arthur Adams

SVP, Sales and Marketing

In 2023, >60% of CSX's freight revenue came from Merchandise



CSX Merchandise volume growth
has outpaced the economy – and peers –
from 2022-2024 YTD



Calculated using TTM ending 9/30/24 vs TTM ending 9/30/22; for IP, 9/24 vs. 9/22



Mike Segal
Director, Logistics &
Operations Planning

**Sappi North
America**



sappi

P&H

Pursuing opportunities to deepen the customer relationship

**Resourcing
for Growth**

**Modal
Conversion**

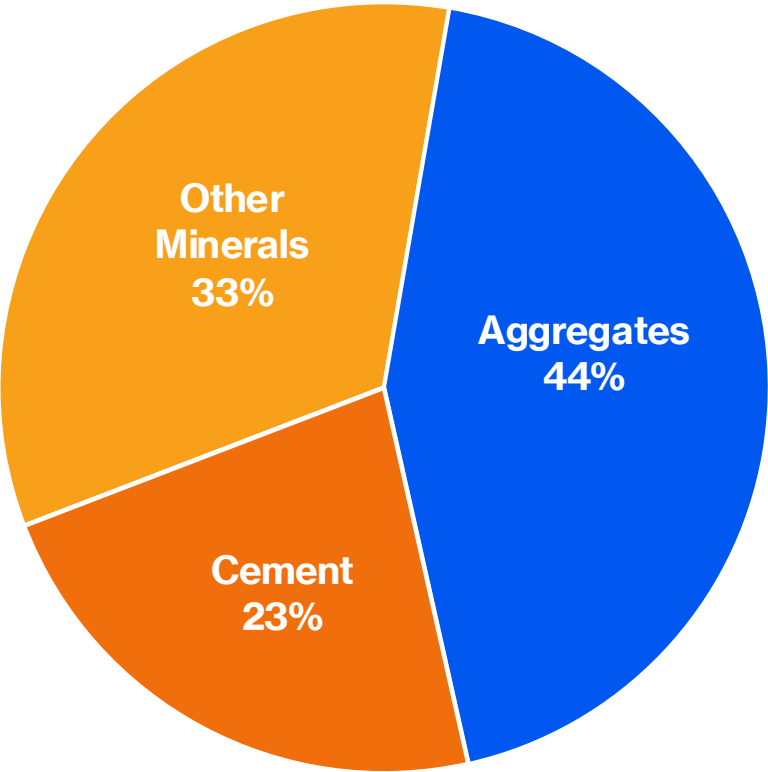
**Connectivity /
Network
Reach**

**Volume
Recovery**

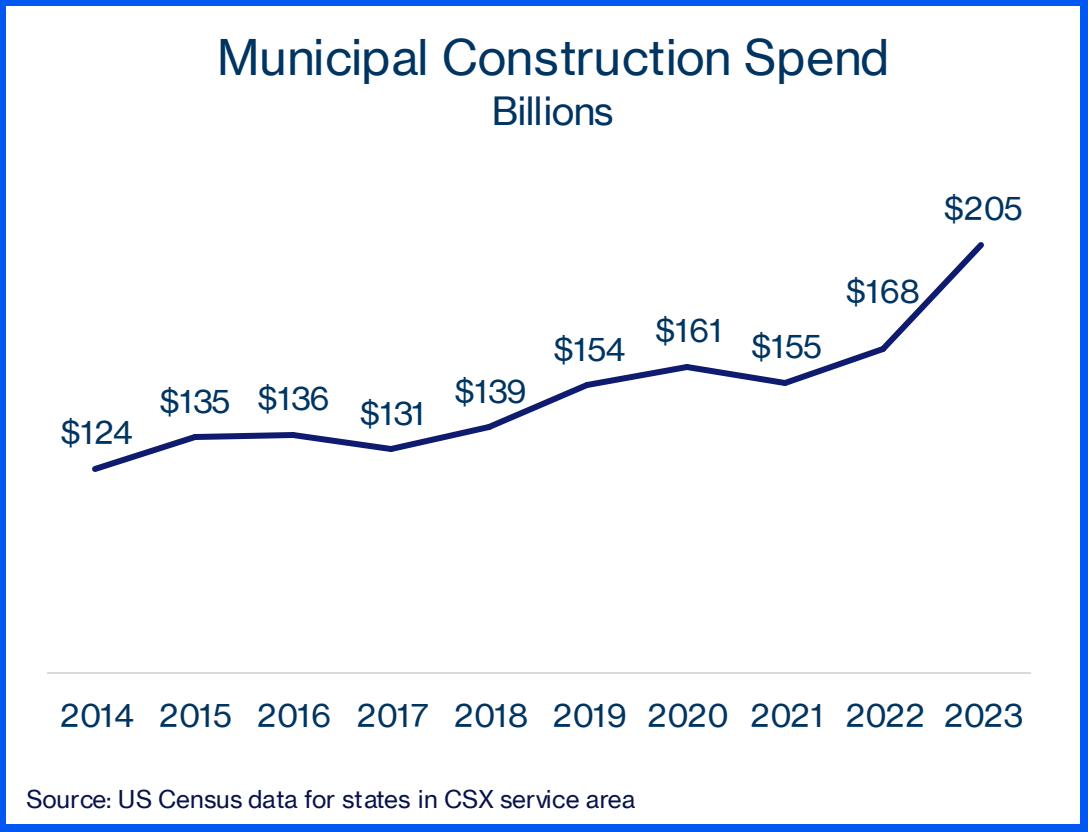
Safety & Service Reliability

Minerals supported by increasing construction activity

Minerals Revenue Mix



Demand for cement and aggregates driven by infrastructure, demographic trends





Bill Corcoran
Vice President of Logistics

**Heidelberg
Materials North
America**



Helping our existing customers grow

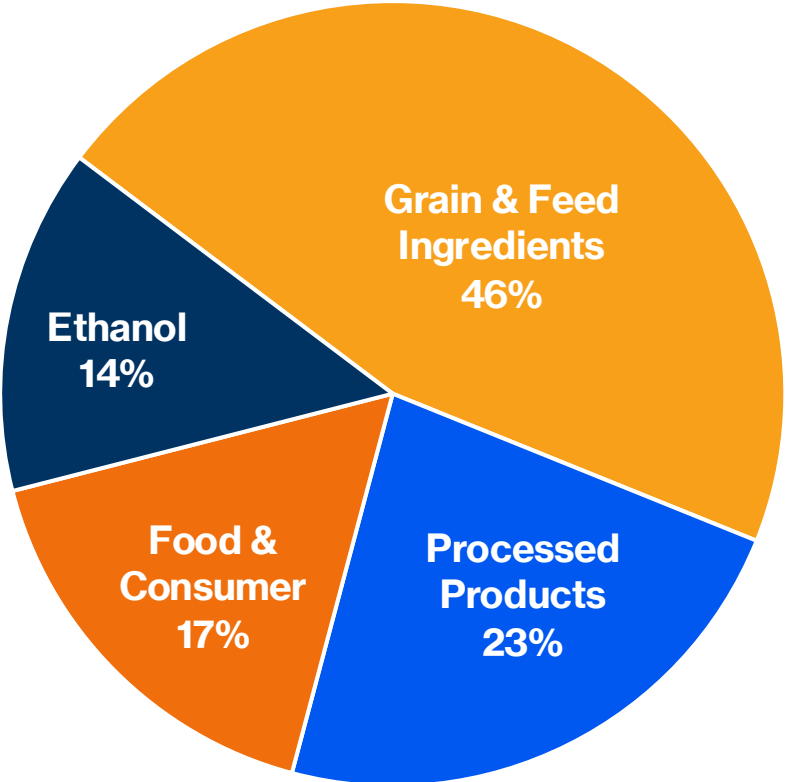


Heidelberg Materials

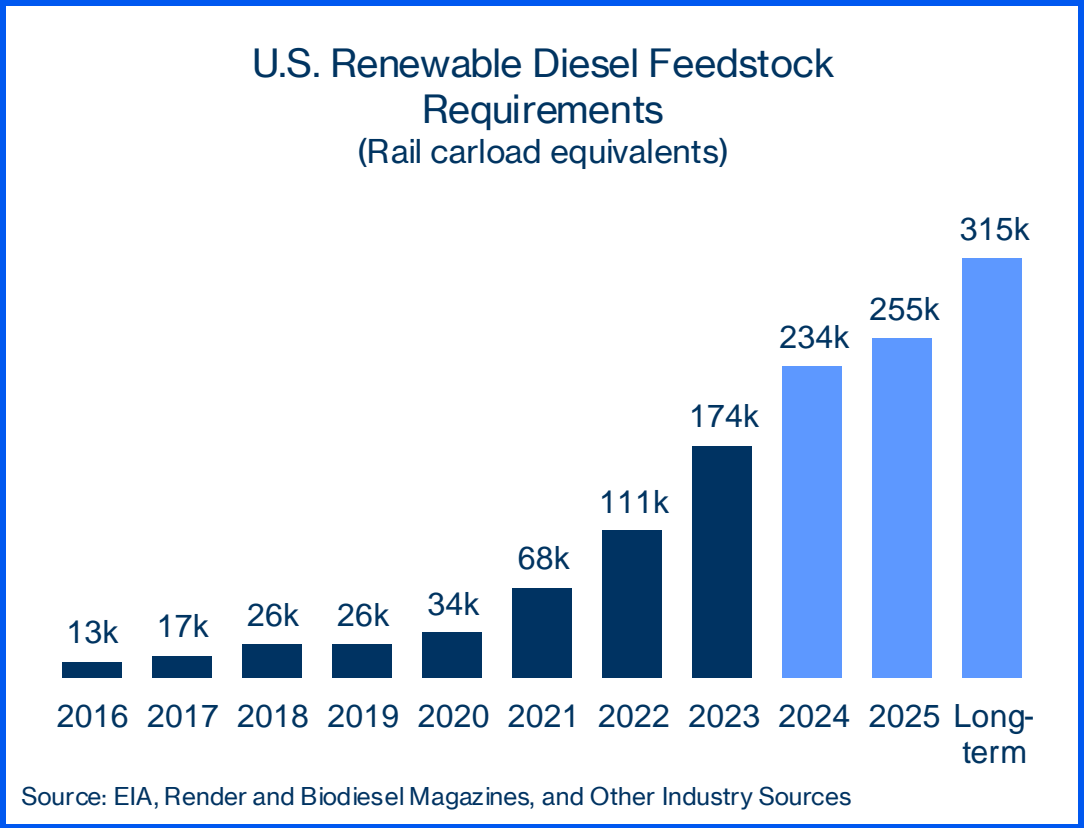
- Major manufacturer of cement across several regions
- With growing demand, saw an opportunity to replace aging facilities on a legacy CSX line
- Invested in a rail-served, high-volume cement plant largely due to track infrastructure upgrades facilitated by CSX

Renewable fuels represent a key driver of CSX's Ag & Food unit

Agriculture & Food Revenue Mix



Long-term demand driven by strong secular trends and regulatory requirements





Anthony Pellegrino
Vice President, Operations

**Saint Paul
Commodities**



CSX facilitates fast-growing customers with transitions to rail



St. Paul Commodities

- Growing player in the renewable fuels industry, specifically in feedstock sourcing
- Converted its supply chain from primarily truck to majority rail as shipment volumes grew
- Worked closely with CSX to plan and develop new distribution facilities

Driving opportunities to outgrow the markets we serve

‘Art of the Possible’ Whiteboard Sessions

Cross-functional **senior decision makers**

Live, real-time feedback mechanisms

Discussion of the customer’s
goals beyond just transportation
and the **vision of their future supply chain**

Sessions have been conducted
with **44 customers**, including
36 of the Top 150

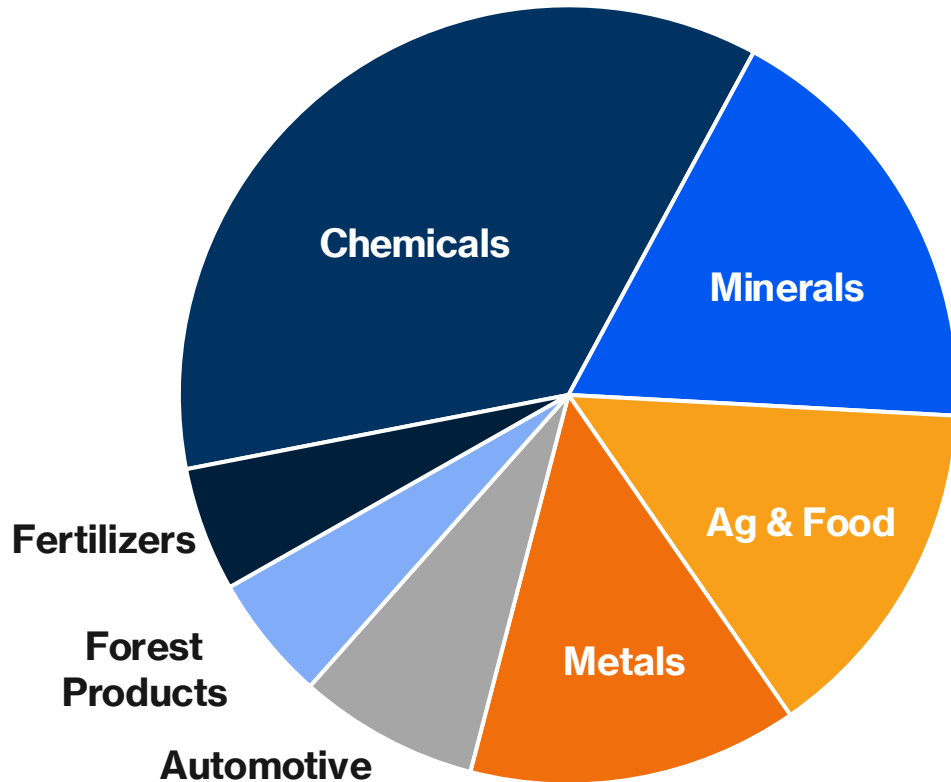
These sessions have facilitated
new connections, new solutions
and new growth

50-100 bps annually
Incremental revenue growth
to be captured

Visible pipeline for Merchandise growth potential at all-time high

~\$1.2 billion

Merchandise Pipeline, 2025-2027



By delivering the **consistent, dependable service** that our customers require...

Combining it with **willingness** to find **new creative solutions** as their needs evolve...

We are **deepening relationships, retaining** and **growing** business with our customers

Broadening Intermodal Opportunities

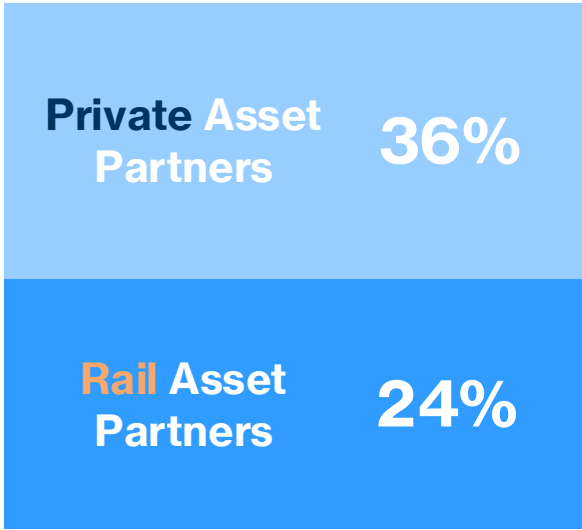
Maryclare Kenney

VP, Intermodal and Auto


Leveraging strong service and a powerful network to unlock growth

Intermodal Revenue Mix

Growth through expanded market reach



Growth through conversions on existing footprint

A large, white, stylized graphic element resembling a thick, rounded 'U' or a partial 'C' shape is positioned on the left side of the slide. It starts from the bottom left, curves upwards and to the right, then curves back down and to the left, ending at the bottom left again. The shape is hollow and has a consistent thickness.

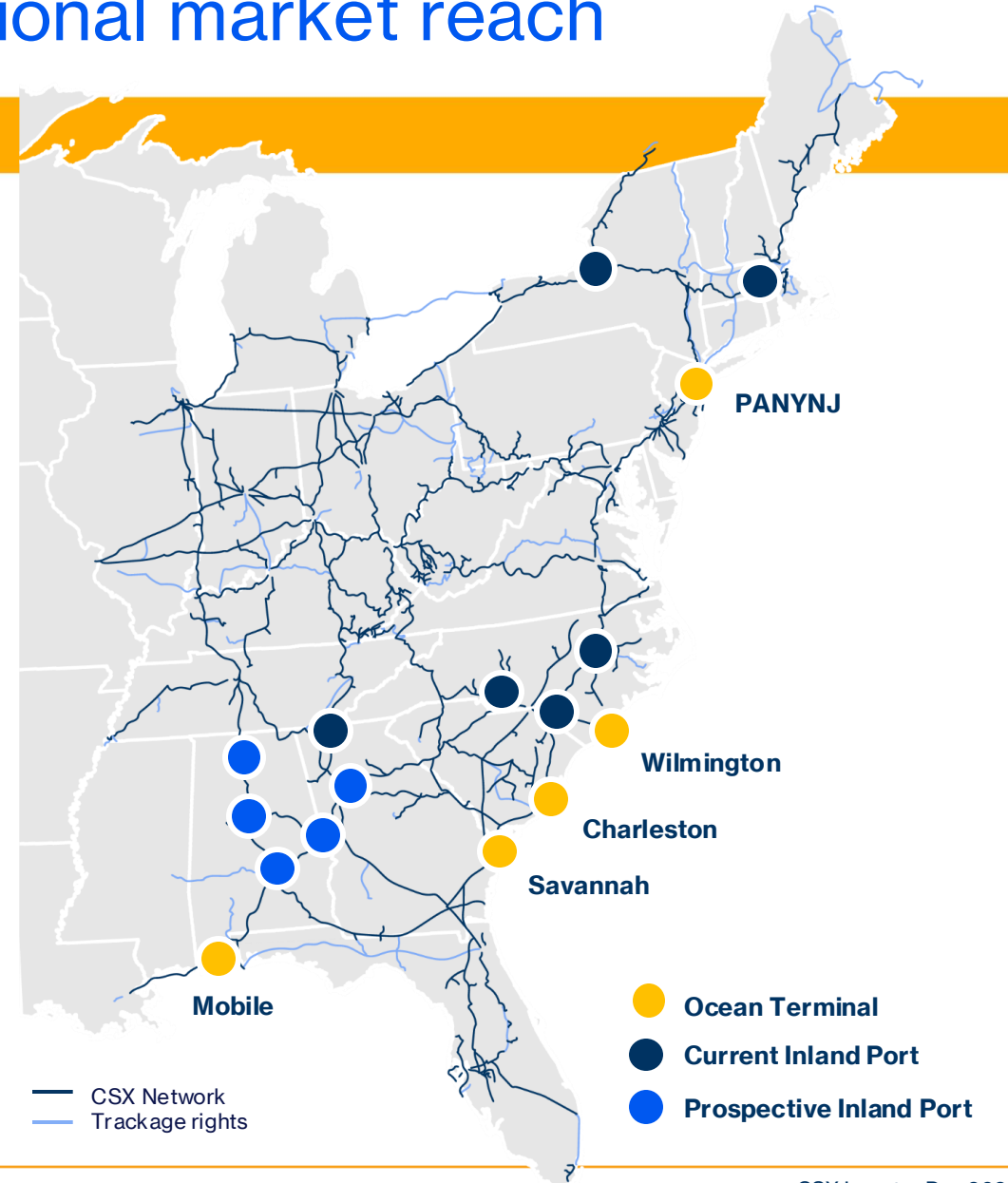
Griff Lynch
President and CEO
**Georgia Ports
Authority**



Inland port strategy extends International market reach

Through **public-private partnerships** that leverage the existing CSX rail network

We are **connecting ports**, and the broader global economy, to fast-growing population centers and industrial markets





Lucy Fishwick
Vice President, Logistics

Diageo

Jim Filter
EVP, Transportation &
Logistics

Schneider

Michael Baumgardt
SVP and GM, Intermodal

Schneider



National Account engagement drives conversions

Domestic Conversion Opportunity

4-5 million units

Vast network reach & efficient terminals

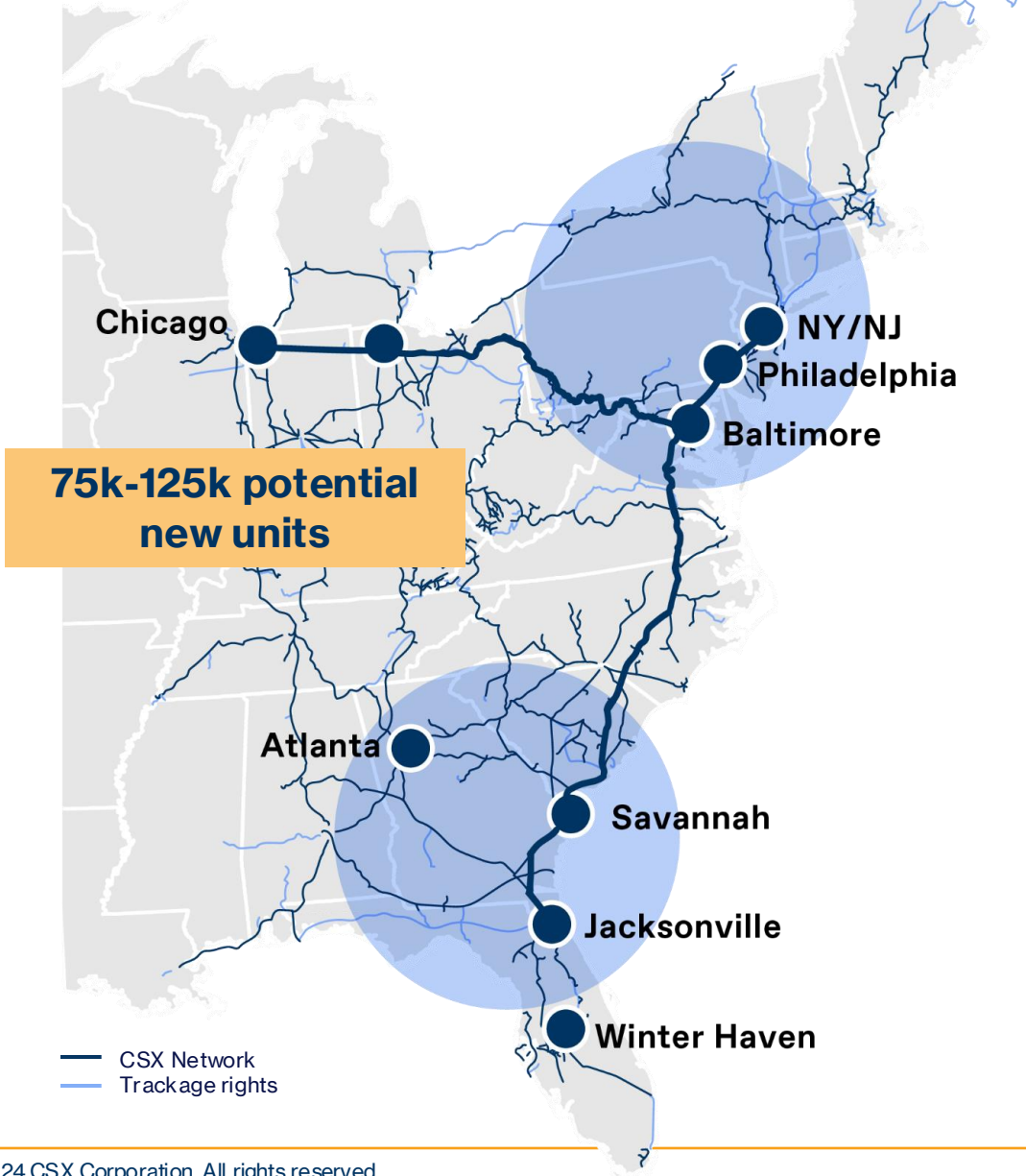
Direct BCO engagement

Superior service product¹

New lanes designed to customer needs

¹CSX voted as best performing railroad in the Journal of Commerce's Intermodal Service Scorecard, 2022-2024

Howard St Tunnel project will improve service and unlock potential



- New lane offerings
- Increased capacity & fluidity
- Faster and more reliable service
- Efficient double-stack routes





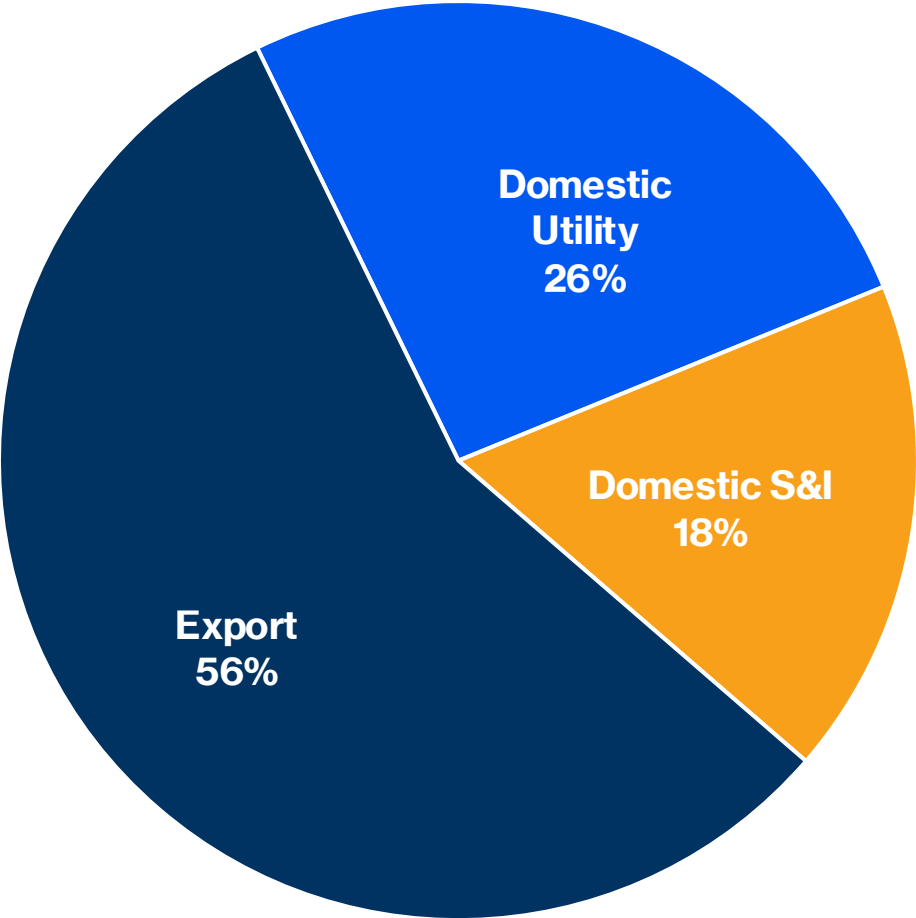
Realizing our Potential

Kevin Boone

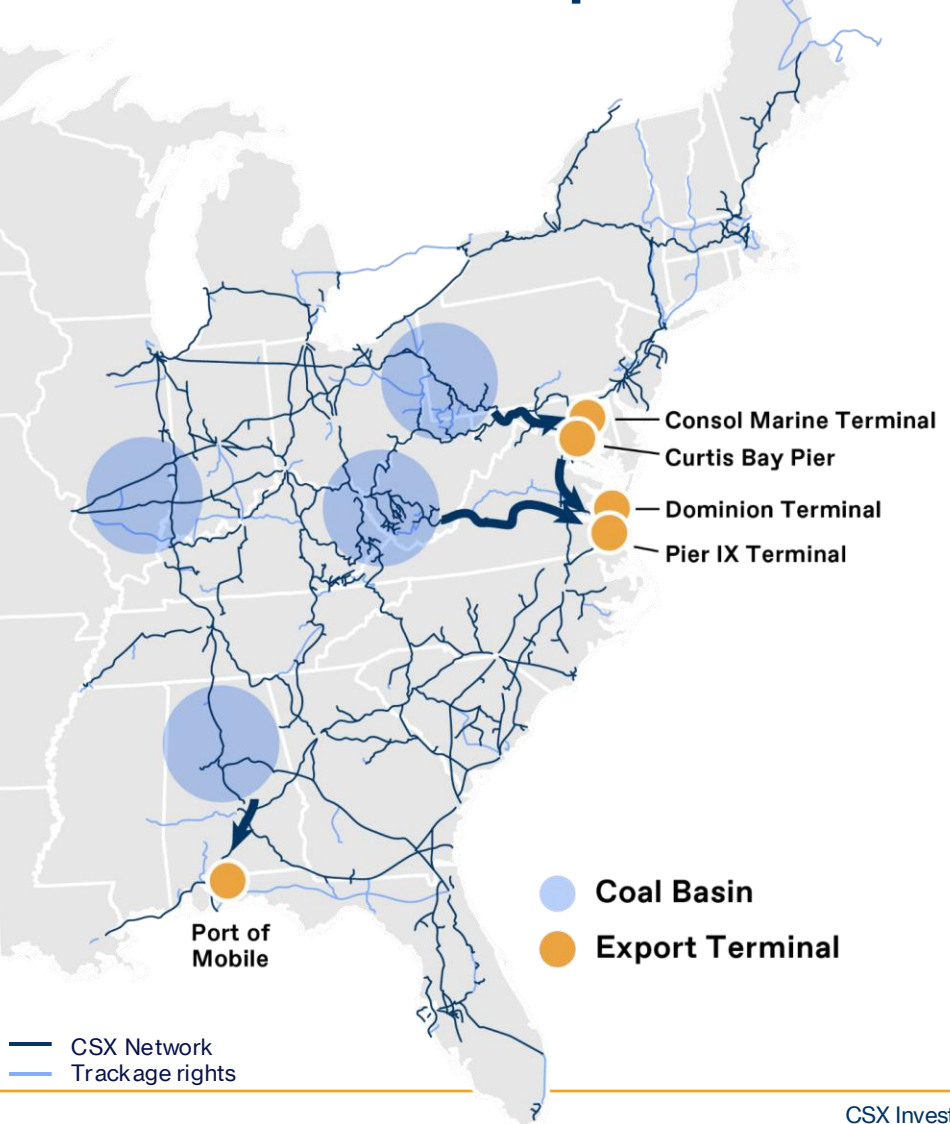
EVP and Chief Commercial Officer

CSX has extensive access to the export coal market

Coal Revenue Mix by Market



Coal Basins & CSX Export Terminals



Volume targets deliver above-market growth

IP +
1-2%

Merchandise

Consistent service

Industrial Development

Consultative selling

Emphasis on partnership

GDP +
2-3%

Intermodal

Consistent service

Adding International 'dots'

Connecting Domestic 'dots'

Howard Street Tunnel

Flat

Coal

Consistent service

Export strength

Advancing a Proven Model

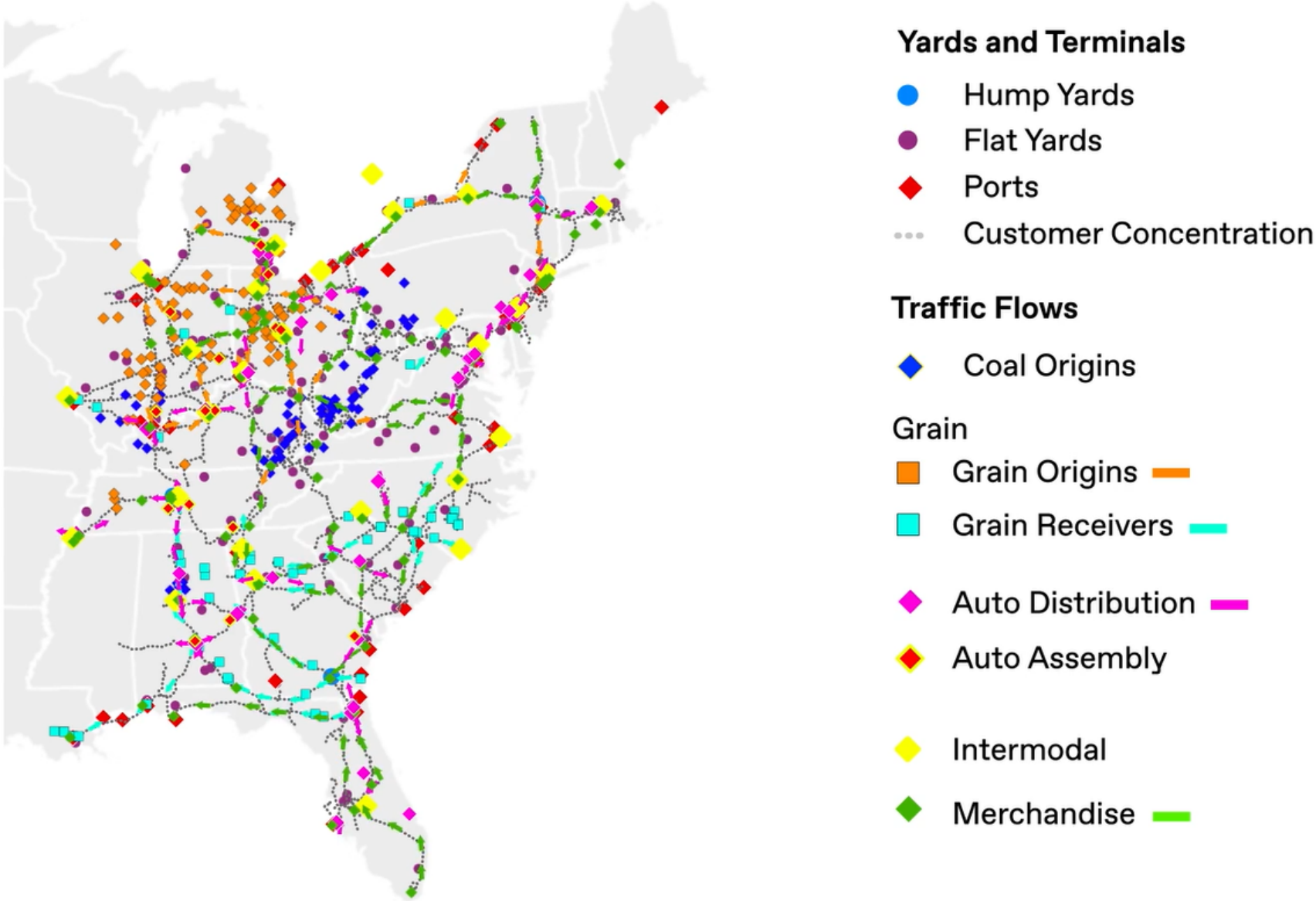
Mike Cory

EVP and Chief Operating Office

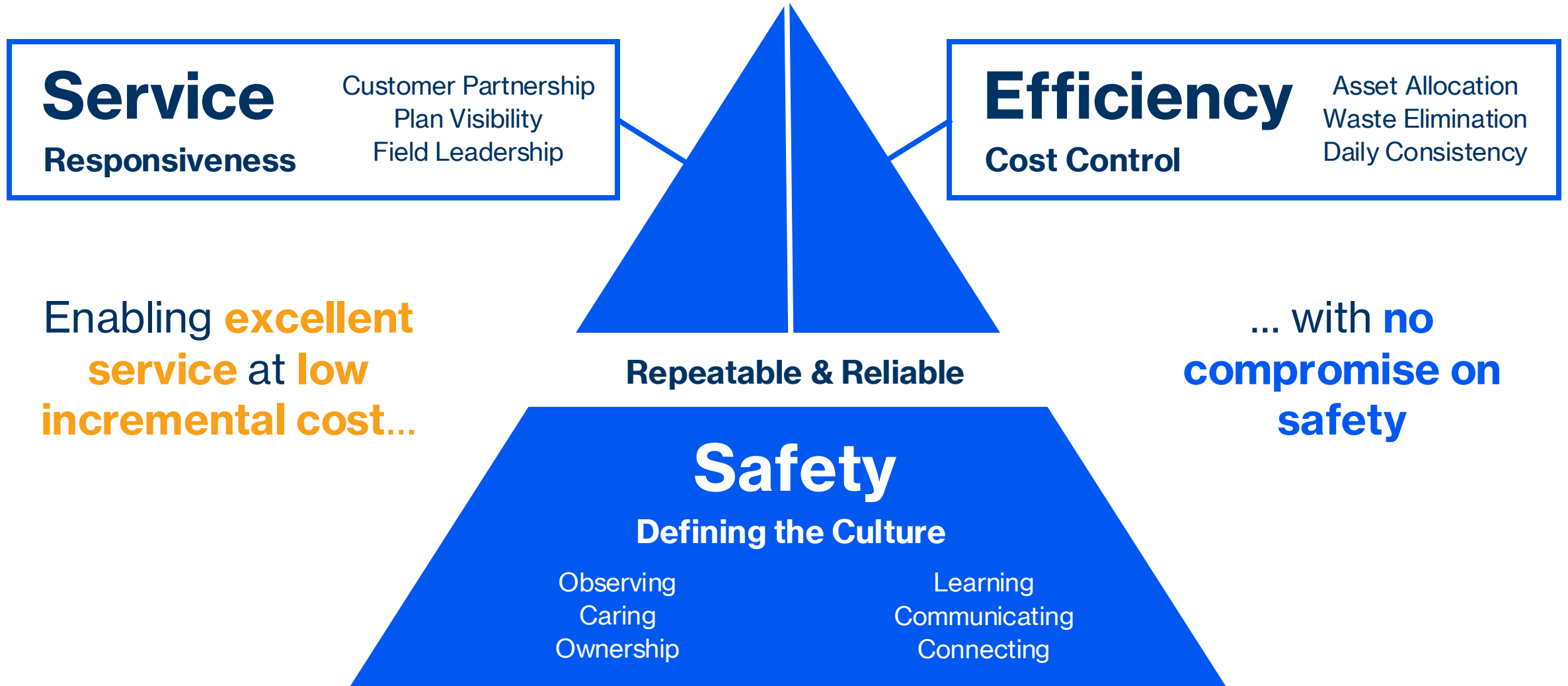
Casey Albright

SVP, Network Operations & Service Design

The CSX network is complex and opportunity-rich



An optimized rail network balances essential priorities



Improving traffic density adds network capacity and reduces cost



Cumberland Optimization
Minor yard layout changes with modest capital spend

59k Fewer car handlings

29mm Reduced route miles

~\$15M Direct savings

+ \$Millions Network fluidity benefits

Cumberland Optimization

Before



After



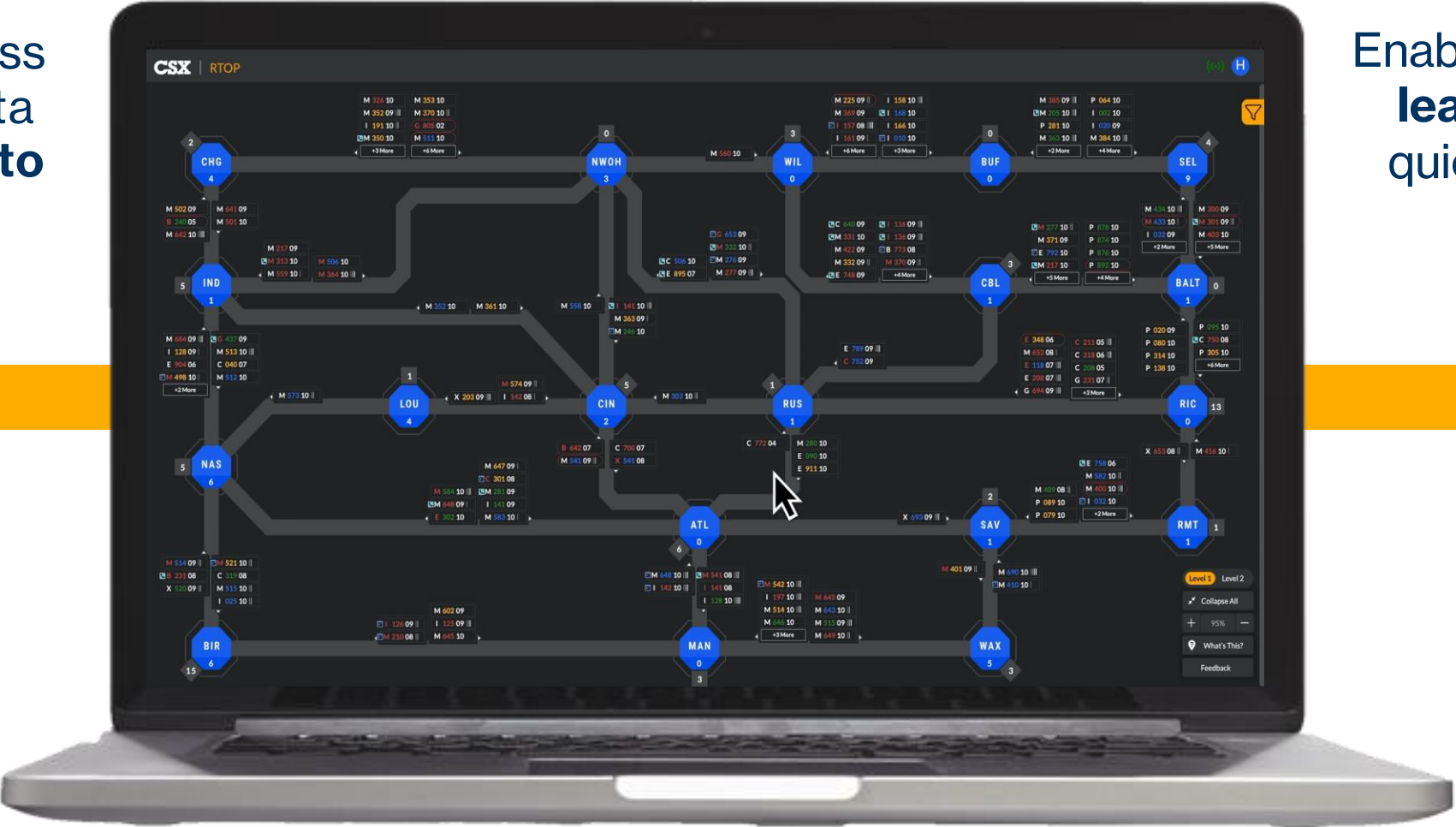
We can scale these optimization efforts across multiple locations



	Additional facility reconfiguration opportunities
	Efficiency Fluidity Capacity

Enhanced access to real-time data lifts our ability to execute

Enabling data-savvy leaders to make quick, fact-based decisions



Real-time event-driven systems
Streamlined, actionable information
Delivering a 'single source of truth'

Enhancing CSX Value Creation

Sean Pelkey

EVP and Chief Financial Officer

**PRESENTATION TO BE
DISTRIBUTED SEPERATELY**



**Proven
Model**

**Powerful
Momentum**

**Profitable
Growth**

Q&A

Continuing Our Energy and Momentum

Joe Hinrichs

Chief Executive Officer and President



CSX takes great pride in our recent accomplishments

- Established **safety, customer service, and employee engagement** (ONE CSX) as key priorities
- Strengthened our **proven, efficient, and flexible operating model**
- Delivered **reliable, industry-leading service** performance, creating powerful commercial momentum
- Achieved **consistently profitable financial results** through rapidly changing market conditions

Our powerful momentum is carrying us forward

- **Driving greater operational productivity, improved service, and ample capacity**
- **Executing on diverse growth opportunities** through expanded network reach, closer customer partnerships, and active industrial development efforts
- **Maintaining key emphasis on profitability, capital discipline, and shareholder returns**
- **Accelerating use of technology** to facilitate even safer, more effective performance across our network





**Proven
Model**

**Powerful
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**Profitable
Growth**

Executive Train and Waycross Site Visit Presentations



CSX Investor Day 2024

Thursday, November 7, 2024

Executive Train & Rice Yard,
Waycross, GA

Enabling Growth Through Technology

Steve Fortune

EVP and Chief Digital and Technology Officer

Dave Rich

VP, IT Strategy, Infrastructure, and
Governance

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ONE CSX

Technology Value Drivers



Safety at the Forefront

Digital eyes to maintain a safer railroad & community



Customer Centricity

An engaging, connected and highly visible experience



Consistent Dependable Service

An optimized, automated network of reliable assets



Empowered Employees

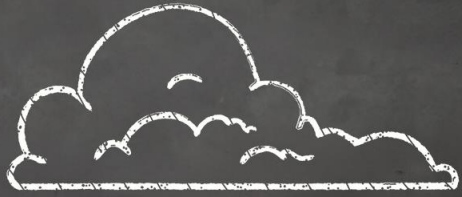
The right person with the right tools at the right time



An Energy Transition

A suite of eco-friendly power options to reduce emissions

Igniting creativity to deliver cutting edge solutions for our customers, employees and the communities we serve



AI-Powered Data

Real-Time Analysis

Partner with Providers

Exit Datacenter & Enter Cloud

TRANSFORMATION

Shifting to the cloud empowers IT and the Railroad

Partnership with strategic providers changes the game

Real-time information drives operations / customer experience

Data centralization powered by AI enables greater insights

INNOVATION

Feasibility Study

Lab Experiments

Pilot and/or POC

Handoff for Operationalization and Scaling

Digital Transformation Enables Business Agility



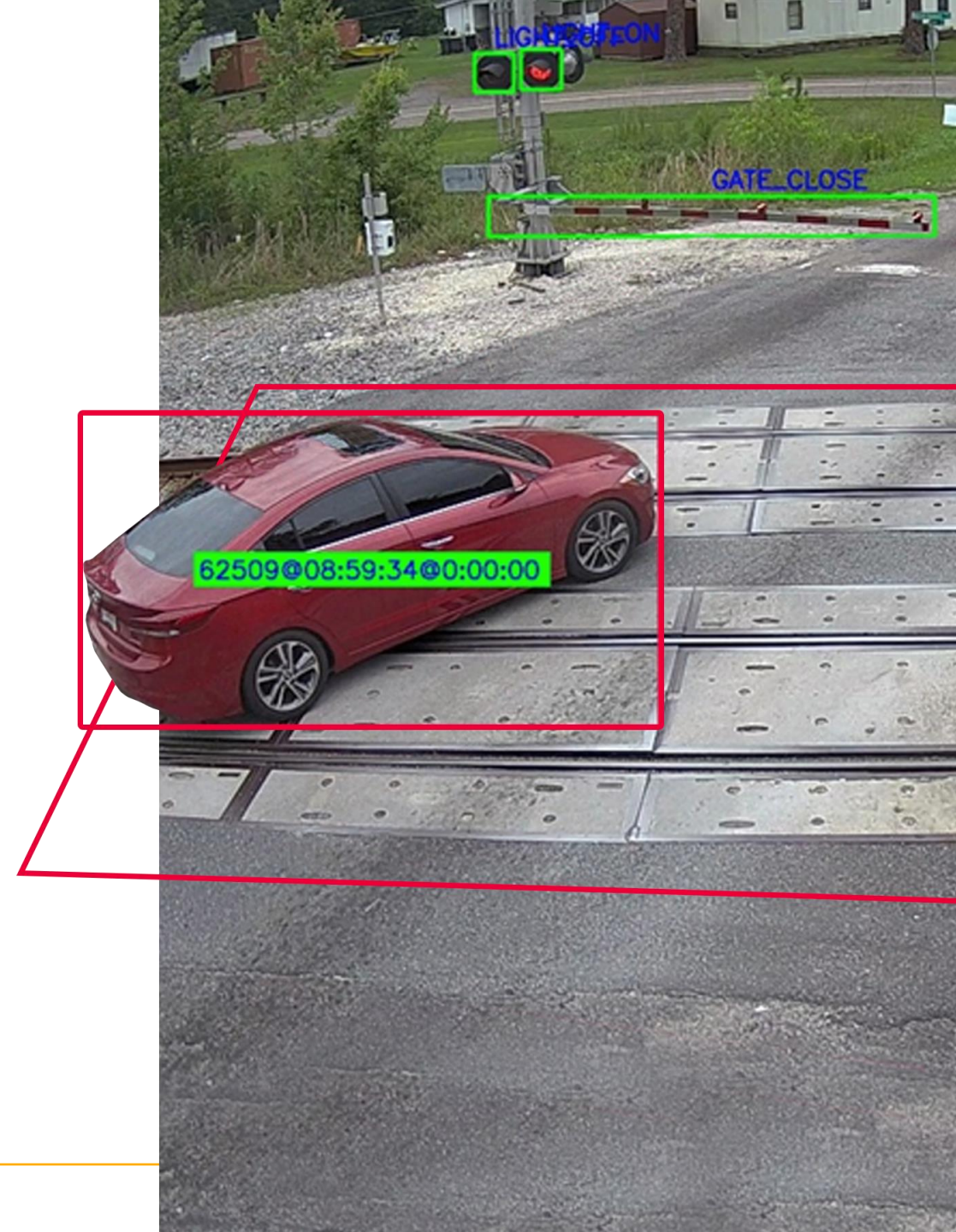
Safety is at the forefront of everything we do at CSX

Innovating for employee and community **safety is paramount**

Reducing risks by leveraging the power of machine learning

Utilizing edge computing for **unparalleled speed** and **automation**

Driving efficiency by transforming problem spotters into problem solvers





Customer Centricity: The Key to Growth



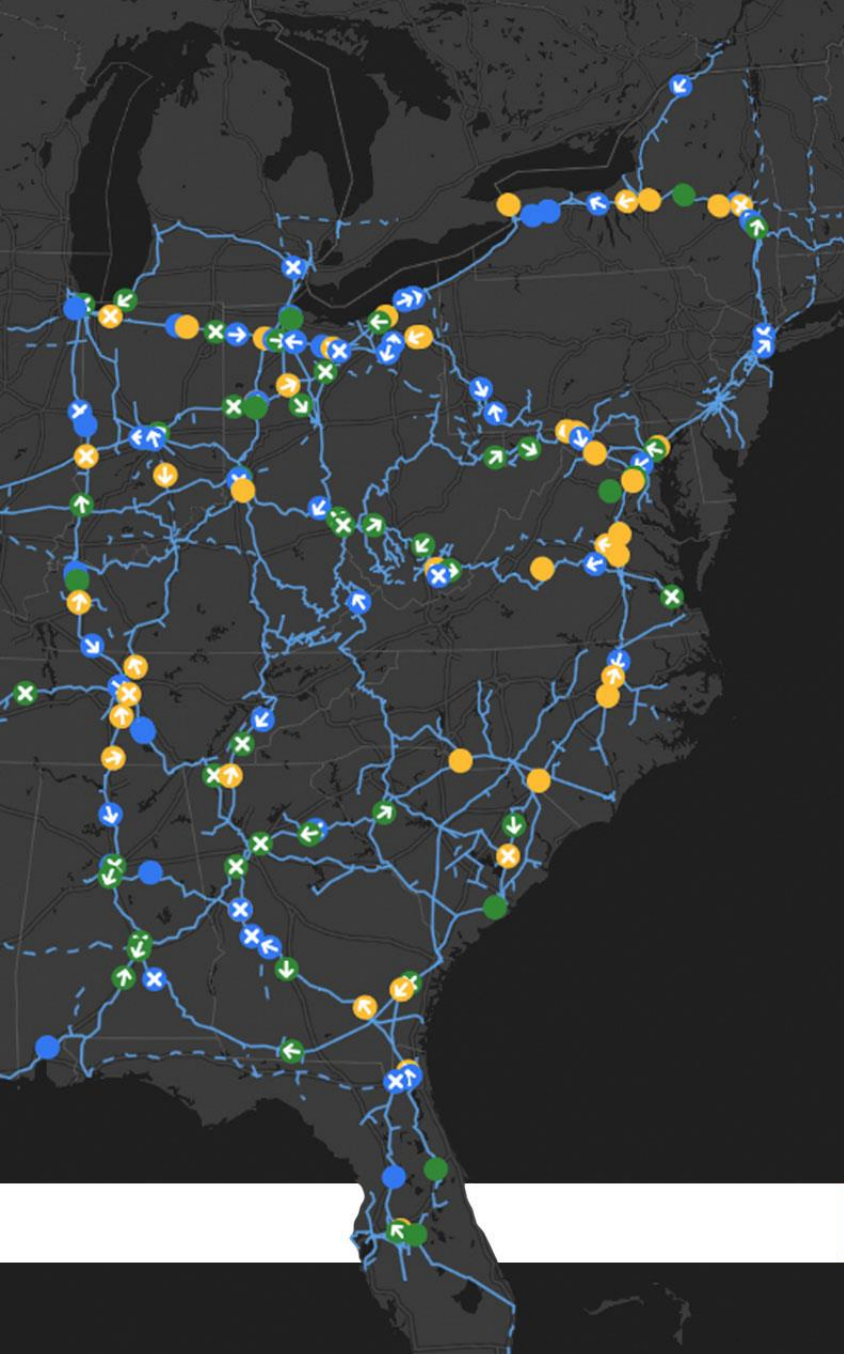
Customer Focus

Joint IT engagements lead to improved integrations featuring Web, Mobile, and Generative AI interactions



Driver Experience

Streamlined driver experience leveraging AI to speed up terminal operations



Consistent Dependable Service

Real-time data powers insights that **drive operational efficiencies**

Informed employees lead to **higher productivity and compliance**

Cloud platforms and data convergence will **unlock efficiencies**

Advances in AI and vision systems **enable innovation**

Empowered Employees

Enhanced tools aimed at **driving excitement, improving retention**

Tailored experiences **leading to workflow improvements**

Applications **garnering interest** of partner railroads

Built-in feedback feature to allow field to **share innovative ideas**



Art of the Possible with the Power of the Cloud



Data Insights

Layers of improvements combine to create large advances, and now IT is delivering at a pace previously not possible

**As cloud abilities advance,
CSX advances with them**



Speed of Business

AI and continuously optimized operations allow for growth. This modern approach prepares CSX for the demands of tomorrow

**Tech industry partnerships
lead to future innovation**

Designing Customer Service

Shannon Baker

Head of Customer Solutions

Chantel Goutcher

General Manager, Service Design

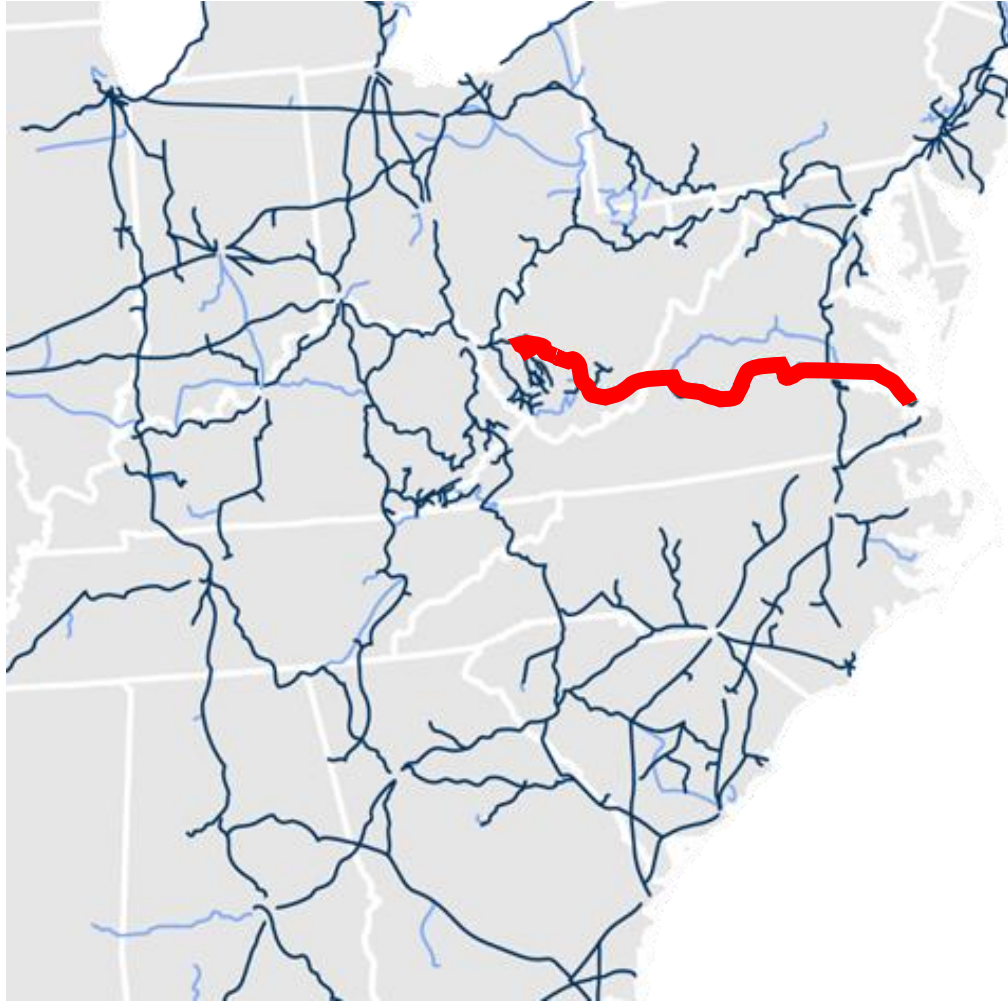
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Unit Train Design



— CSX Network
— Trackage rights

One origin, **one** destination,
one commodity

Unit trains are **'unscheduled'**
traffic that do not operate on a
consistent schedule

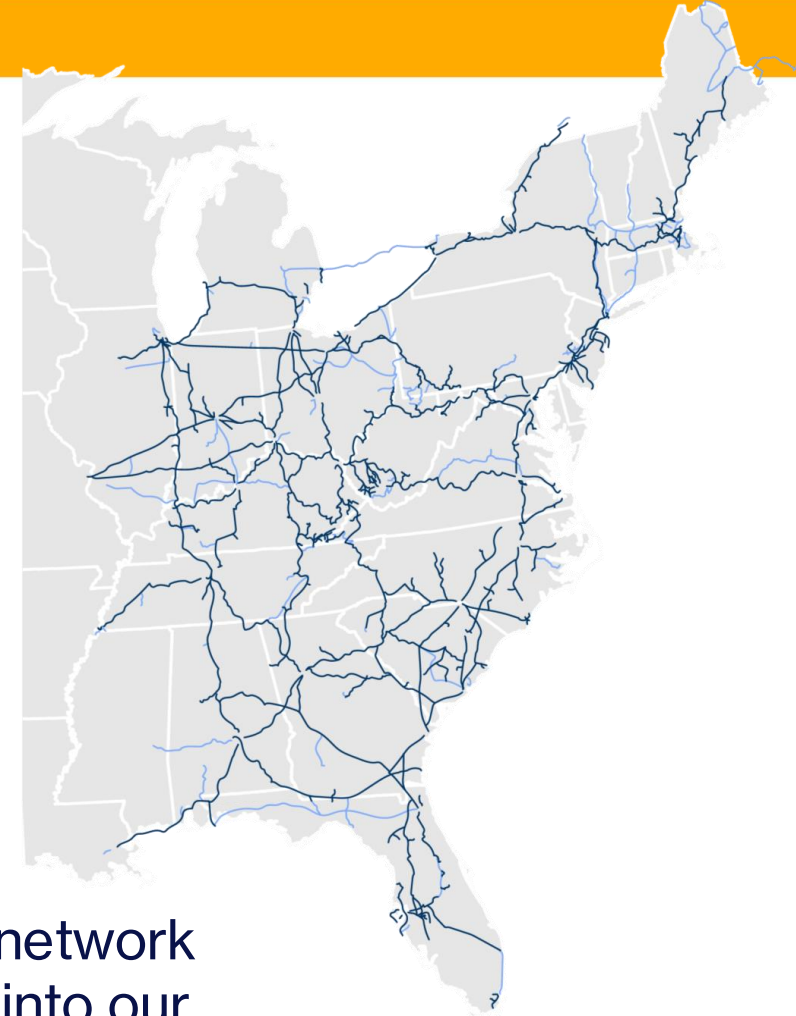
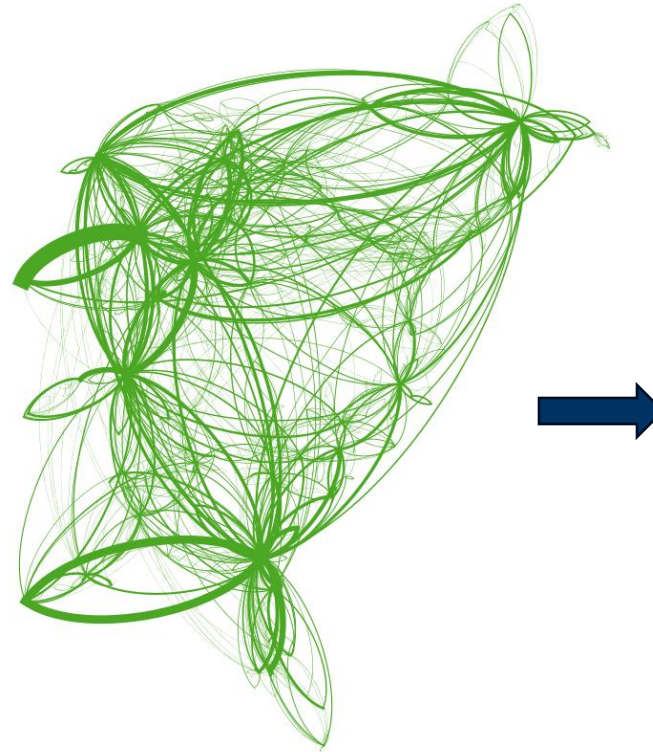
Align power and crews **into**
existing capacity

Network Based Classing supports Auto and Merchandise Design

Lowest cost route based on
mileage and handlings

Considers shipment and
network **attributes** for routing

Adaptive & responsive to
network changes



Translates a node-based network
with costing impedances into our
GIS infrastructure

Merchandise Trip Plan Example



— CSX Network
— Trackage rights



Direct Route - 945 miles - 4.5 days - 2 handlings

NETWORK CAPABILITY



ASSET AVAILABILITY

Operating Efficient Intermodal Terminals

Carrie Crozier

VP, Intermodal Operations

Forward Looking Disclosure

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Forward-looking statements are subject to a number of risks and uncertainties, and actual performance or results could differ materially from that anticipated by any forward-looking statements. Factors that may cause actual results to differ materially from those contemplated by any forward-looking statements include, among others; (i) the company's success in implementing its financial and operational initiatives; (ii) changes in domestic or international economic, political or business conditions, including those affecting the transportation industry (such as the impact of industry competition, conditions, performance and consolidation); (iii) legislative or regulatory changes; (iv) the inherent business risks associated with safety and security; (v) the outcome of claims and litigation involving or affecting the company; (vi) natural events such as severe weather conditions or pandemic health crises; and (vii) the inherent uncertainty associated with projecting economic and business conditions.

Other important assumptions and factors that could cause actual results to differ materially from those in the forward-looking statements are specified in the company's SEC reports, accessible on the SEC's website at www.sec.gov and the company's website at www.csx.com.

CSX Intermodal Terminals

A robust network reaches more than two-thirds of the U.S. population

Strategic investments in our terminals have **CSX positioned well for future growth**



Atlanta Fairburn

2nd largest terminal in the CSX network with **large footprint and room for growth**

Historically beset with inconsistent service and long drayage driver wait times

Positive Impact YTD

Wait times **down**

Yard throughput **up**





Equipment Optimization

Homogenized equipment with fewer suppliers

Aligned equipment to improve **inventory, maintenance, and operations**

In the past few months, we've reduced the fleet size **by nearly 20%**

Investing in Our People

- Safety is more than a checkbox – **it's a core value**
- **Meaningful, respectful** relationships with our unionized colleagues
- Developing the **next generation** through our Terminal Operations Supervisor Program
- Integrated working groups **to identify opportunities**



Rice Yard

Waycross, GA

Arthur Clark
Superintendent

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Operating Infrastructure

12 receiving tracks (1500 car capacity)

Two Hump Leads (North/South)

8 Groups in the bowl / 64 bowl tracks

14 Departure Tracks

10 Track Local Yard

Largest Locomotive repair facility &
Freight Car shop on the network



Productivity

> Transportation Personnel

10 Transportation employees/shift

Two Yardmasters (A/B Tower) assignments/shift

Eight first line supervisors on a shift rotation

> Engineering & Mechanical Personnel

Engineering: 3-8 Signal employees/shift + 21 Track employees on roster

Mechanical: 35 Locomotive and 30 Car employees/shift



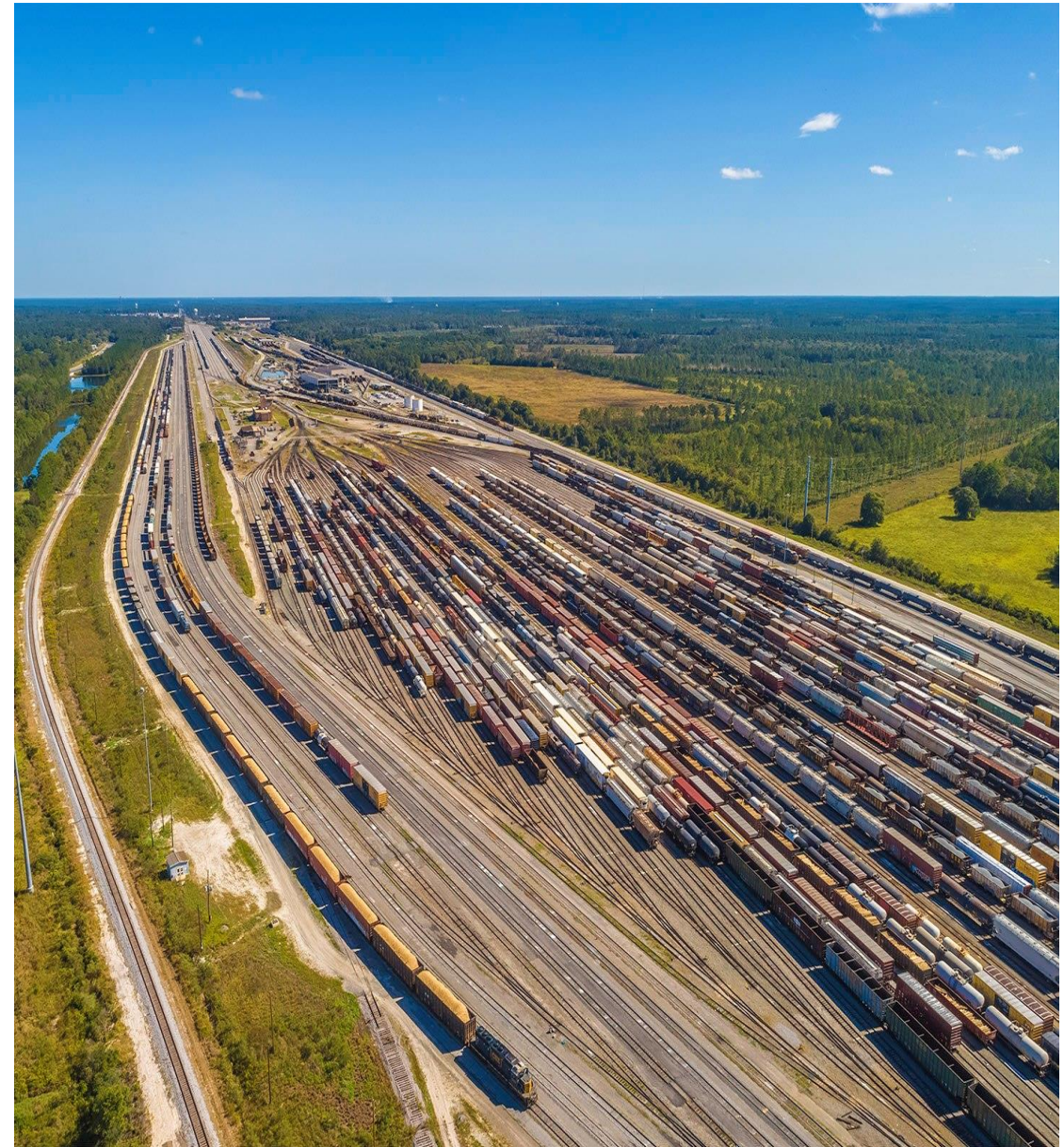
**~3,000 cars
processed
per day**



**>250 locos
serviced
per week**



**135 miles
of track
maintained**

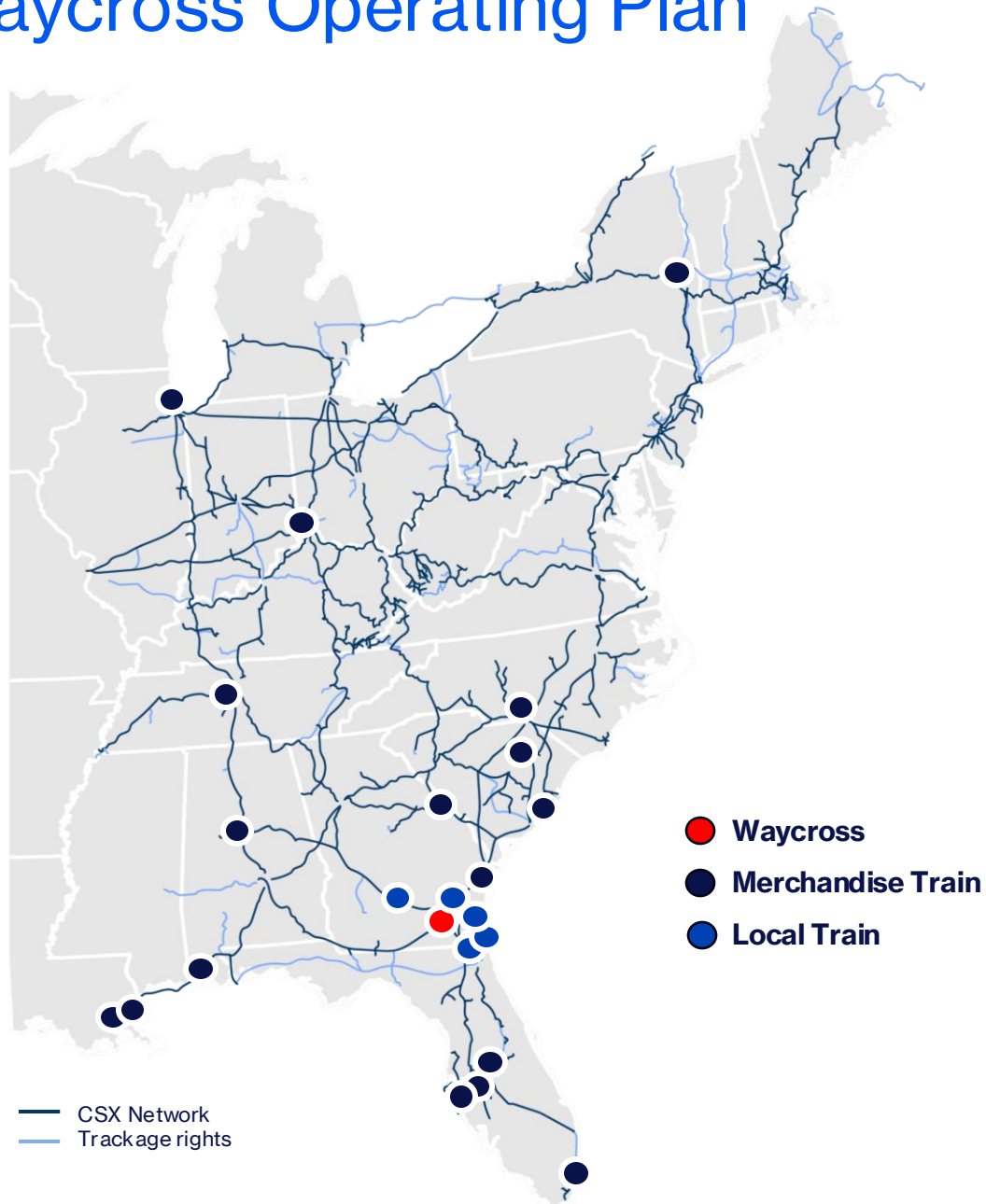


Hump Performance

- Train Yard Tech (TYT) software system
- Currently operate with a fixed hump speed of 2.5 MPH (15% speed increase YoY)
- Time between cuts – 8 minutes (continuously monitored)
- Since 2021, misroutes have decreased from 4/1000 cars to 2/1000 car (one misroute = 15 min of incremental handling)



Waycross Operating Plan



Train	Depart Time	Class Name
L744	0145	BRUNSWICK, GA
M453	0200	MIAMI, FL
M400	0300	FLORENCE, SC
M648	0700	CHICAGO, IL
L725	0730	JESUP, GA
M605	0800	NEW ORLEANS, LA (UP)
M650	0900	MOBILE, AL
M492	1000	HAMLET, NC
M542	1030	CINCINNATI, OH
L738	1145	FITZGERALD, GA
L795	1200	JACKSONVILLE, FL
M690	1200	SAVANNAH, GA
M514	1300	NASHVILLE, TN
M603	1400	LAKELAND, FL
M410	1500	SELKIRK, NY
M601	1500	NEW ORLEANS, LA (CN)
M646	1600	BIRMINGHAM, AL
M441	1800	TAMPA, FL
M692	2100	AUGUSTA, GA
M457	2200	ORLANDO, FL
L796	2359	YULEE, FL
M494	2359	CHARLESTON, SC

Future State

Getting More Out of Rice Yard

- Targeting 3,300 cars / day
 - Continuous improvement in hump speeds
 - Departure yard and bowl pull out speeds from 10 MPH to 15 MPH
 - Surge Switching Plan





**Proven
Model**

**Powerful
Momentum**

**Profitable
Growth**