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.

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 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.
DIVERSE MERCHANDISE BUSINESS POISED FOR GROWTH

• Merchandise represents ~60% of revenue
• Selling value of Scheduled Railroading
• Renewed emphasis on carload growth
Operational Focus
- Balanced Train Plan
- Terminal Fluidity

Financial Focus

<table>
<thead>
<tr>
<th>Service Improvements</th>
<th>Productivity Improvements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Frequency</td>
<td>Rolling Stock Utilization</td>
</tr>
<tr>
<td>Better Reliability</td>
<td>People Efficiency</td>
</tr>
<tr>
<td>Faster Transit</td>
<td>Fuel Optimization</td>
</tr>
<tr>
<td>Quicker Turnaround</td>
<td>Train Density</td>
</tr>
</tbody>
</table>

- Sustainable volume and revenue growth
- Improving operating ratio
- Strong FCF generation & less capital intensity
- Superior shareholder distributions and returns

Superior Financial Results
SCHEDULED RAILROADING DRIVES SPEED and RELIABILITY

- Reducing intermediate handlings improves service
- Speed of transit reduces inventory carrying costs
- Streamlined service solution supports overall reliability
- Result – Faster, more reliable service over longer distances
DISRUPTIVE CHANGE FOR LONG-TERM IMPROVEMENT

• Unparalleled rebound in measures driven by scheduled railroading
• Improving measures drive virtuous cycle of capacity and utilization
• Plan is based on continuous improvement

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*Train velocity measures the profiled schedule of trains (from departure to arrival and all interim time), and train profiles are periodically updated to align with a changing operation.
Reduced Transit Time Yields Customer Benefits

- Use more low-cost rail
- Fewer inventory buffers
- Lower carrying-costs
- Better asset utilization

Q2 2017 Q3 2017 Q4 2017 Q1 2018

Transit Time (Seven-day Rolling Average)
TRIP PLAN COMPLIANCE WILL TAKE CSX FROM GOOD TO GREAT

- Every car has a plan and not just the train that it is riding
- Trip Plan drives visibility and accountability
- Provides customers predictability and reliability
- Trip plans deliver consistent service product and asset utilization
THE TIMING COULD NOT BE BETTER

Key Market Forecasts

U.S. Gross Domestic Product

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Rate</td>
<td>2.9%</td>
<td>1.5%</td>
<td>2.3%</td>
<td>2.6%</td>
<td>2.3%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

U.S. Industrial Production

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Rate</td>
<td>(0.7%)</td>
<td>(1.2%)</td>
<td>1.9%</td>
<td>3.3%</td>
<td>2.5%</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

Key Merchandise Forecasts

Housing Starts In Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starts</td>
<td>1.1</td>
<td>1.2</td>
<td>1.2</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
</tr>
</tbody>
</table>

Auto Production In Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>17.5</td>
<td>17.8</td>
<td>17.1</td>
<td>17.5</td>
<td>17.7</td>
<td>18.2</td>
</tr>
</tbody>
</table>

Grain Production Indexed: Jan-2015 = 100

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>100.0</td>
<td>97.1</td>
<td>107.9</td>
<td>102.8</td>
<td>102.5</td>
<td>100.4</td>
</tr>
</tbody>
</table>
RAIL CAN CREATE VALUE IN A TIGHTENING TRUCK MARKET

**Cass Truckload Linehaul Index**

(Measure of changes in per-mile rates)
Indexed, 2005 = 100

- Trucking demand and linehaul rates surged at the end of 2017
- Driver shortages are likely to continue
- Electronic Logging Device mandate will create more trucker challenges
- Diesel prices up $0.44 per gallon YoY in January 2018

**Domestic Intermodal Shipments Vs. Truck Tonnage**

Indexed, 2011 = 100
Improving Freight Economy
Expanding Economy
GDP/IDP
Tax Reform
Infrastructure Bill
Consumer Sentiment

Rail Conversion Opportunity
Tightening Truck Market
Rising Truck Load Rates
Modal Share Expansion

Source: United States Bureau of Transportation Statistics
AG AND FOOD ALSO REPRESENT IMPORTANT OPPORTUNITIES

CSX AG & Food Products

Revenue Growth

- 2017 AF Revenue: $1.2B
- Volume: 452K
PARTNERSHIP IS KEY TO REALIZING CUSTOMER BENEFITS

- **Cycle equipment quickly to avoid idle dwell**
  - *Do not allow cars to sit in the serving yard*
  - *Quickly load and unload to turn the cars*
  - *Release cars promptly in usable condition*

- **Reduce time at customer to make local service more predictable**
  - *Drop and hook is the ideal set up*
  - *Eliminate excessive switching or placement*
  - *Do not require mainline time to switch*

- **Plan with the end in mind**
  - *Pre-block cars to facilitate switching in transit*
  - *Update transit times to manage pipeline*
Historical CSX Train Lengths

- **144 Total Locations** – 149,637 carloads
  - Includes both origins & destinations

- **40 - LTT Car Locations**
  - 11% of traffic – 16,597 clds.

- **104 - 90 Car Locations**
  - 89% of traffic – 133,040 clds.

- **57 Express**
  - 55% of locations

- **47 Not Express**
  - 45% of locations

*MAINTAIN FOCUS ON TRAIN LENGTH AND SPEED*
INNOVATING AS WE EXPAND EXPRESS TRAIN FRANCHISE

- Focus on express execution
  - Pre-release technology
  - Better short line communication and coordination
  - Data accuracy improvements

- 75% compliance is key
  - Participants must consistently perform

- Future service measurements
  - Reservation # on the waybill is critical
  - Improvements in ETA’s
  - Enhancements to ShipCSX tools
CSX is committed to our new operating plan
- Working to provide a more consistent and reliable product
- Asset Utilization will continue to be a strong focus

Improving efficiencies for both CSX and our customers through mutually beneficial programs
- 90 Car Conversions
- Express Programs
- Facility Development
- ShipCSX Suite of E-Business Tools

We really appreciate your business and partnerships