

SUSTAINABILITY REPORT

2024

The CSX logo is displayed in white, bold, sans-serif capital letters. It is positioned in the bottom left corner of the image, partially overlapping the green foliage and the riverbank. The background of the entire page is a photograph of a CSX freight train traveling along a track that curves through a lush, green forested area. The train consists of several white hopper cars followed by a blue locomotive with yellow accents and the number 4704. A small river or stream is visible in the bottom left corner.

Table of Contents

Introduction 3

About this Report 4

Message from the CEO 6

About CSX 7

Our Approach to Sustainability 8

Safety 12

Advancing Safety for Our Employees 13

Advancing Safety for Our Customers and their Freight 16

Advancing Safety and Resilience for Our Communities 17

Service 20

Serving Our Employees 21

Serving Our Customers 28

Serving Our Communities 31

Sustainability 37

Delivering Sustainable Operations38

Delivering Sustainable Solutions 43

Delivering a Sustainable Future 44

Stewardship 46

Stewarding Responsible Business 47

Stewarding Ethical Operations 50

Stewarding Stakeholder Trust 52

Additional Resources 53

Please see the linked [2024 Sustainability Data Supplement](#) and related documents at the end of this report.

INTRODUCTION

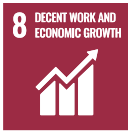


ABOUT THIS REPORT

This report provides detailed information about our policies, management approach, and performance on our key environmental, social, and governance issues from January 1, 2024, to December 31, 2024. Unless otherwise noted, this report captures activities and progress for the 2024 calendar year.

As part of our commitment to accessible and transparent communications, this report is prepared in accordance with leading Environmental, Social, and Governance (ESG) disclosure frameworks including the Global Reporting Initiative

(GRI) 2021 Universal Standards, the Sustainability Accounting Standards Board (SASB) Rail Transportation standards, the Task Force on Climate-related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (SDGs). The SDGs that we align our business to include: SDG 3, SDG 7, SDG 8, SDG 11, SDG 12, and SDG 13. We also align these SDG targets to our SASB index which can be found in the disclosures and indices section of [2024 Sustainability Data Supplement](#).

United Nations Sustainable Development Goals (SDGs)		SDG Targets
	SDG 3: Good Health and Well-being	3.9 - Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination
	SDG 7: Affordable and Clean Energy	7.2 - Increase substantially the share of renewable energy in the global energy mix 7.a - Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
	SDG 8: Decent Work and Economic Growth	8.8 - Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	SDG 11: Sustainable Cities and Communities	11.5 - Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations 11.6 - Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
	SDG 12: Responsible Consumption and Production	12.4 - Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.6 - Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	SDG 13: Climate Action	13.2 - Integrate climate change measures into national policies, strategies and planning

Third-party reasonable assurance for the report has been provided by Jacobs. For additional disclosures, and Statement of Verification for CSX’s 2024 GHG Emissions Inventory, please reference our latest CDP Climate Change response and [2024 Sustainability Data Supplement](#). Note that web links are subject to change over time and may break or redirect.

We value and welcome feedback from all stakeholders. Please send comments or questions about this report to: sustainability@csx.com.

Certain statements in this report and in materials filed with the Securities and Exchange Commission, as well as information included in oral statements or other written statements made by the Company, are forward-looking statements. The Company intends for all such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, the provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements within the meaning of the Private Securities Litigation Reform Act may contain, among others, statements regarding:

- Projections and estimates of earnings, revenues, margins, volumes, rates, cost-savings, expenses, taxes, or other financial items;
- Expectations as to results of operations and operational initiatives;
- Expectations as to the effect of claims, lawsuits, environmental costs, commitments, contingent liabilities, labor negotiations or agreements on the Company's financial condition, results of operations, or liquidity;
- Management's plans, strategies and objectives for future operations, capital expenditures, workforce levels, dividends, share repurchases, safety and service performance, proposed new services and other matters that are not historical facts, and management's expectations as to future performance and operations and the time by which objectives will be achieved;
- Future economic, industry or market conditions or performance and their effect on the Company's financial condition, results of operations or liquidity; and
- Sustainability goals, targets, initiatives, objectives and similar commitments outlined in this report or elsewhere.

Forward-looking statements are typically identified by words or phrases such as "will," "should," "believe," "expect," "anticipate," "project," "estimate," "preliminary," and similar expressions. The Company cautions against placing undue reliance on forward-

looking statements, which reflect its good faith beliefs with respect to future events and are based on information currently available to it as of the date the forward-looking statement is made. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the timing when, or by which, such performance or results will be achieved.

Forward-looking statements are subject to a number of risks and uncertainties and actual performance or results could differ materially from those anticipated by any forward-looking statements. The Company undertakes no obligation to update or revise any forward-looking statement. If the Company does update 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.

The factors and uncertainties relating to the Company's operations and business environment that affect the matters discussed in this report are difficult to predict and many are outside of the Company's control, while influencing whether any forward-looking statements can or will be achieved. Any one of those factors, including the result of changes in circumstances, estimates that turn out to be incorrect, standards of measurement that change over time, assumptions not being realized, or other risks or uncertainties, could cause the Company's actual results, including the achievement of any expressed sustainability goals, targets, initiatives, objectives, or commitments, to differ materially from those expressed or implied in writing in any forward-looking statements made by the Company or on its behalf.

Factors that could cause actual results to differ materially from those in the forward-looking statements include those that are described in the Company's most recent Annual Report on Form 10-K and elsewhere in the Company's filings with the SEC and are periodically updated in the Company's SEC filings.





MESSAGE FROM THE CEO

A Message From Our President & Chief Executive Officer

2024 was a defining year for CSX, marked by our collective determination, culture of collaboration, and remarkable resilience which enabled us to respond with agility in the face of historic challenges. As consecutive hurricanes, market shifts, and operational disruptions tested our systems, our people rose to the occasion, guided by the power of ONE CSX: our unified approach to teamwork, communication, and accountability. Time and again, our employees exemplified how a connected culture fuels performance and progress, innovation, and impact.

This resilience is by design, stemming from a strong operating model and consistent ways of working, where people feel valued, respected, appreciated, included and listened to. In 2024, ONE CSX evolved from principle to practice. The original ambition came to life through cross-functional coordination, swift action, and shared commitment to service across every part of our business.

In that spirit, we are proud to introduce our new sustainability and social impact platform, *Service with Purpose*, a reflection of how CSX aims to responsibly deliver stakeholder value at every level. Built on the pillars of Safety, Service, Sustainability and Stewardship, *Service with Purpose* represents our deep belief that doing business the right way not only strengthens the company's foundation, but helps create stronger communities and mutually beneficial relationships. From the people we serve to the freight we move, we know that purpose-driven performance creates lasting value. Our 2024 Sustainability Report unpacks how our teams brought these pillars to life.

Safety

Safety remained our foremost priority, underscored by the launch of SAFE CSX, a transformative initiative that embeds proactive risk management across our workforce. In tandem, we continued to invest in infrastructure and innovation, committing \$1.8 billion in capital to advance safety and efficiency across our railroad. New technologies like collision-avoidance sensors for maintenance-of-way equipment enhanced protection for our frontline teams. Our safety mission also extended to the communities we operate in. Through 11 Responder Incident Training (RIT) events, we trained more than 1,200 emergency personnel to better prepare for trackside incidents. When Hurricanes Debby, Helene, and Milton struck, the CSX team mobilized swiftly to deliver aid to 2,400 employees, providing direct support to 300 colleagues and their families. These moments put the heart of ONE CSX into action.

Service

Our culture of service continued to deliver for railroaders, customers, and communities alike. We strengthened employee engagement through the launch of ONE CSX Academy, providing expanded training and development opportunities. By proactively negotiating tentative five-year collective bargaining agreements with key labor unions ahead of schedule, we reaffirmed our commitment to partnership and leadership in the rail industry. Customer engagement also remained a top focus. Our efforts to tailor service offerings, invest in network enhancements, and expand capacity helped us achieve our highest-ever Net Promoter Score (NPS)—a strong signal of growing customer trust and satisfaction. Service at CSX also means community impact. Our employees volunteered more than 24,000 hours across more than 800 communities in our 26 states. While our signature initiative, Pride in Service (CPIS), marked six years of honoring military, veterans, first responders, and their families, our Santa Train also made a very special first stop in Erwin, Tennessee, bringing the joy of the holidays to local families in the hurricane-struck region before stopping in 13 more communities in need.

Sustainability

We continued to integrate environmental sustainability with our broader business strategy, while actively preparing for the future by advancing alternative fuel solutions, such as biofuels, in alignment with our goals and those of our customers. This was highlighted in April 2024, with the unveiling of our first hydrogen-powered locomotive as we continued to pilot other low-carbon and alternative-fuels, technologies, and fleet upgrades. To further demonstrate our commitment to leading the transition toward a low-carbon economy, we began developing our [Climate Transition Plan \(CTP\)](#) in 2024, which launched in mid-2025 and outlines the challenges and opportunities posed to our business by climate change. We continued to champion environmentally sustainable solutions through engagements with like-minded industry partners, customers, and our top suppliers to further progress across our supply chain.

Stewardship

At CSX, our growth strategy is rooted in stewarding a responsible business, which encompasses how we run our business, operate in a way that drives long-term societal change, earn stakeholder trust, and mitigate risk. We continued to emphasize expectations of the highest levels of business conduct and ethical operations in 2024, across all levels, in addition to building out oversight of ESG and sustainability-related topics. Further, we safeguarded our operations including our customers' information, while engaging in transparent communications with key stakeholders on the benefits and future of rail.

As we look ahead to celebrating our 200th year as a company, our commitment to *Service with Purpose* has never been stronger. 2024 reaffirmed that when we work together—united by a shared vision and values—we can navigate unforeseen challenges and build a better future for all. Thank you for reading this report and for your continued partnership in reimagining the future of rail—together.

Joe Hinrichs,
President and Chief Executive Officer



ABOUT CSX

CSX, headquartered in Jacksonville, Florida, is a premier transportation company providing a broad range of rail-based services, including traditional rail freight, intermodal transport, and rail-to-truck transload solutions. We serve customers across a variety of industries, including energy, industrials, construction, agriculture, consumer products, and more.

Our extensive rail network spans approximately 20,000 route miles across 26 states, the District of Columbia, and the Canadian provinces of Ontario and Quebec, strategically covering the Eastern United States, where nearly two-thirds of the nation’s population resides.

With a history dating back nearly 200 years, CSX has played a pivotal role in powering America’s economic growth and industrial development, connecting key markets and enabling efficient, sustainable supply chain solutions across the region.

- **Our Vision:** To be the best run railroad in North America
- **Our Purpose:** To capitalize on the efficiency of rail transportation to serve North America
- **Our Strategy:**
 - Spreading & Sustaining a ONE CSX Culture
 - Transforming CSX Through Technology
 - Creating Enduring Value
- **Guiding Principles:**
 - Operate Safely
 - Improve Customer Service
 - Value and Develop Employees
 - Optimize Asset Utilization
 - Control Costs

Our Business

Across our entire organization, we are focused on providing safe, consistent, and reliable service to our customers, which is fueled by our ONE CSX cultural transformation. CSX remains focused on driving profitable growth by using our proven operations and innovative services to deliver a better customer experience. This starts by actively listening to and adapting service offerings based on our customers’ needs, while investing in network capacity to support future business growth. See [Serving Our Customers](#) for additional details on these services.

- [CSX Transportation](#) provides an important link to the transportation supply chain through its approximately 20,000 route-mile rail network.
- [CSX Intermodal Terminals](#) arranges the intermodal terminal services and trucking services for CSX Transportation’s intermodal business.
- [Pan Am Systems, Inc. \(Pan Am\)](#) expands geographic reach to serve every major market in the Eastern U.S.
- [Quality Carriers](#) is the largest provider of bulk liquid chemicals truck transportation in North America, serving large chemical producers and processors.
- [Total Distribution Services Inc. \(TDSI\)](#) transloads customers’ products from one transportation mode to another – rail car to truck, truck to rail car, or rail car to ship.
- [TRANSFLO](#) services provide bulk material transloading at 45 terminals, enabling customers to access the economic and environmental benefits of rail by reaching destinations not directly served by rail.

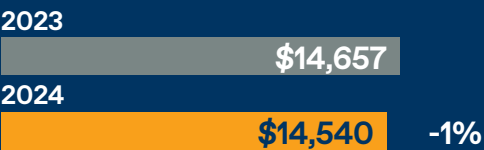
Our Performance

CSX demonstrated steady performance in 2024, navigating industry and infrastructure challenges while seizing opportunities for long-term success. CSX increased total volume 2 percent year over year, a mark of strong operational execution earning recognition from Trains Magazine as the only railroad to fully rebound to pre-pandemic volume levels.

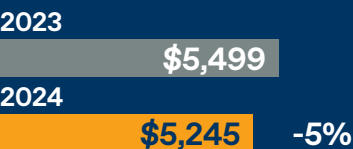
By The Numbers



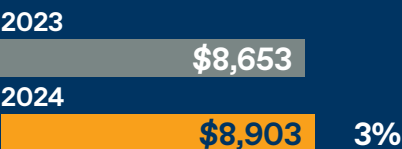
Revenue (millions)



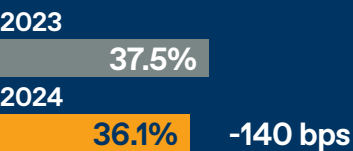
Operating Income (millions)



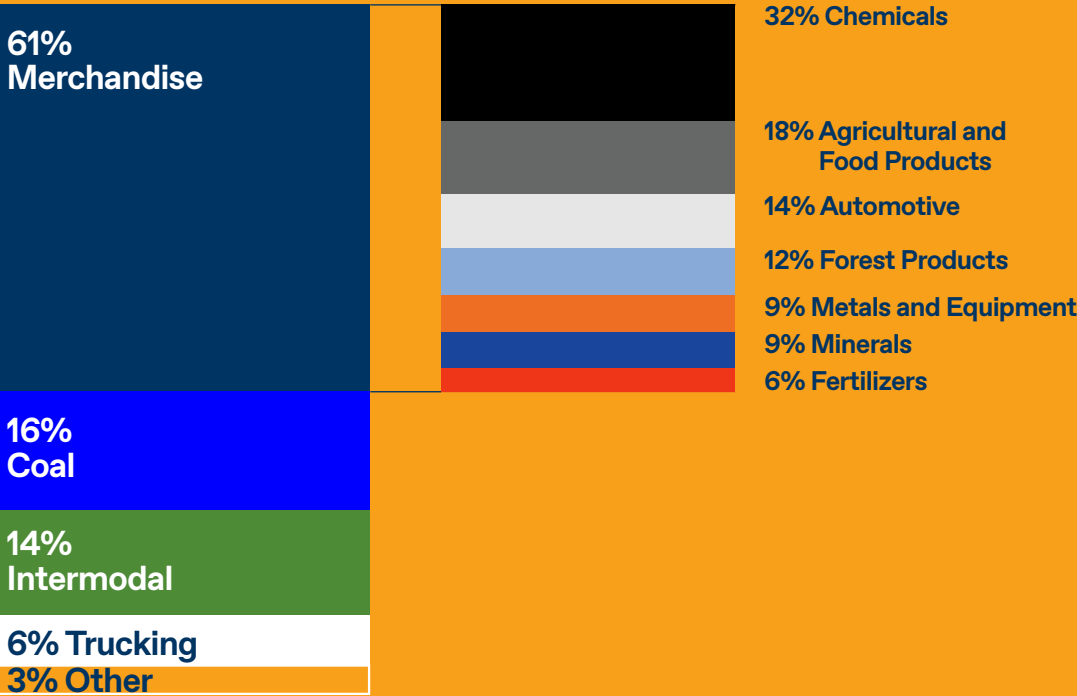
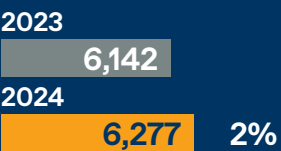
Merchandise Revenue (millions)



Operating Margin



Total Volume (thousand)



OUR APPROACH TO SUSTAINABILITY

A Message from our Vice President of Stakeholder Engagement & Sustainability



At CSX, we strive to be North America's premier rail transportation provider. We know that to achieve this ambition—today and into the future—requires a broader ideal for what rail can deliver. As such, we are committed to conducting our business in a way that ties sustainability and societal impact to our growth strategy. In 2024, we embarked on a journey to define and articulate our overarching sustainability and social impact strategy across CSX. While we had several relevant programs, partnerships, and initiatives in place and have been making steady progress against our related goals, we set out to mark our collective commitment in the form of a shared mission the entire company could rally around.

The foundation of this strategy was already set, and the story was already in motion. For nearly two centuries, our railroad has been synonymous with service, from

the freight our people move for our customers to the communities we connect to the shareholders invested in our success. We are collectively committed to *Service with Purpose* which, for us, means running a sustainable business from the inside out, by serving our employees, customers, and communities, delivering environmentally sustainable solutions across our operations and for our customers, and advancing the safety of our people and our neighbors. While new in name, *Service with Purpose* is an active, ongoing behavior and expectation at CSX.

It is my pleasure to share our **2024 Sustainability Report** which details how *Service with Purpose* comes to life at CSX and helps to create value for all stakeholders. While it encompasses our approach to addressing our material, environmental, social, and governance (ESG) issues, this year the report sections align with the four pillars that underpin the *Service with Purpose* mission: Safety, Service, Sustainability and Stewardship. Through these lenses, we aim to offer a closer look at how this work originates with our employees and in our operations, then moves outward to manifest for our customers, shareholders, industry, and communities.

We appreciate your interest in CSX as we continue to reimagine the future of rail and raise the bar for serving our stakeholders with purpose, together as ONE CSX.

Bryan Tucker, Vice President of Stakeholder Engagement and Sustainability

Sustainability & Social Impact Strategy at CSX: *Service with Purpose*

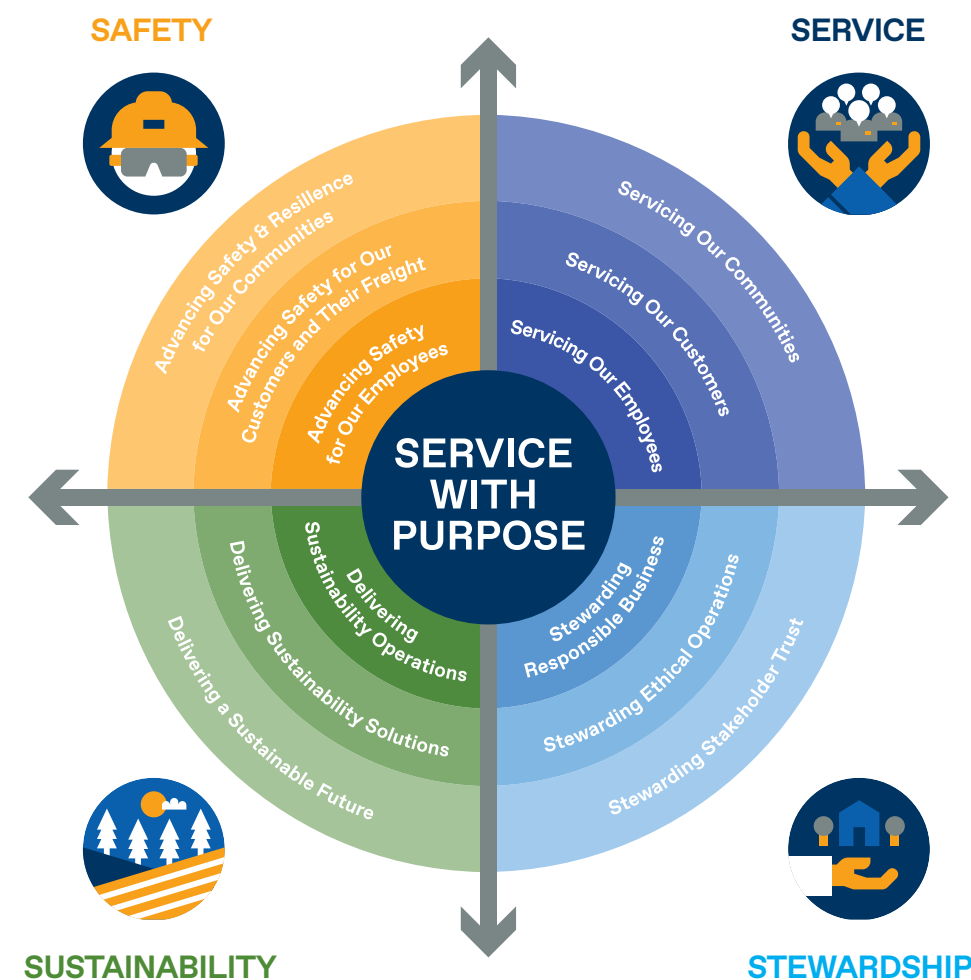
Our ability to create and deliver stakeholder value is rooted in our commitment to running a sustainable business, which starts internally with our employees and radiates out across our stakeholders. We summarize our approach through our sustainability and social impact platform, *Service with Purpose*, which is underpinned by our focused issue pillars of Safety, Service, Sustainability, and Stewardship.

CSX is committed to running a sustainable business from the inside out by advancing the **safety** of our people and neighbors; **serving** our employees, customers, and communities; delivering environmentally **sustainable** solutions across our operations and for our customers; and **stewarding** a responsible business that creates value for all stakeholders and society. Each pillar is detailed further in the content and structure of this report.

We know sustainability and social impact are not just good for society, but are also critical for good business. Our approach is guided by our ONE CSX culture and the belief that in order to create value, people must first be and feel valued. This enables us to perform our best and deliver value for our stakeholders, from the freight we move for our customers, to the returns generated for shareholders, to the interactions with the communities we roll through.

Service with Purpose reflects our commitment to the principle that delivering value for our employees creates this value for our customers, which ultimately will sustain the growth and long-term value that benefits all our stakeholders—not only our customers and employees, but also our shareholders, communities, industry, and society.

The following table reflects our generation of value over the course of 2024 across stakeholders.



Service with Purpose

	Employees	Customers	Shareholders	Communities
Safety	SAFE CSX rollout with 54,000+ training hours	Shipped nearly 6.3 million units of freight	Lowest lost workdays recorded in CSX history	8,200+ community first responders & law enforcement personnel trained
Service	Distributed \$664,000 from the Employee Disaster Relief Fund (EDRF) to 194 employees and their families	550+ projects in the industrial development pipeline Expanded Select Sites program adding 16 rail-served properties in 8 states	Increased total volume 2% YoY, earning recognition from Trains Magazine as the only railroad to fully rebound to pre-pandemic volume levels	Contributed \$17.8 million and 24,000+ volunteer hours to our communities
Sustainability	Huntington Locomotive Shop (training talent for the energy transition with hydrogen locomotive)	10 million+ tons of CO ₂ emissions avoided by CSX customers	Led U.S. Class I operators with 0.976 gallons / kGTM fuel efficiency	Ongoing involvement in the Blue Ridge recovery project to repair 60 miles of storm-damaged track
Stewardship	100% completion of ethics training by management employees and majority of union employees	Received highest Net Promoter Score (NPS) since 2021 for Customer Experience scoring 43.5 overall and 58.3 for Intermodal	Met with 250+ unique investment firms, representing over \$37 trillion of assets under management	\$1.04 million donated through employee and director matching, dollars for doers, and board service grants



Key ESG Issues

Our latest materiality assessment was conducted in January 2023 in line with the GRI Sustainability Reporting Standards 2021 (GRI Standards). These material issues, governance structures, and oversight are reflected throughout the report integrated across our *Service with Purpose* framework and pillars—they are also summarized in the table below and in the [2024 Sustainability Data Supplement](#) to this report. Details on our scoring methodology, issue identification, categorization, definitions, rankings, and stakeholder interviews can be found [here](#). Details on ESG governance can be found in the [Stewardship](#) section of this report.

TOP MATERIALITY TOPICS

Climate Change

Supply Chain Management

Hazard Management & Emergency Preparedness

Labor Rights

Delivering Excellent Customer Service

Employee & Community Safety

Employee Health & Well-Being

ESG Category	Material Issue	Relevant Report Section(s)
Environmental	Biodiversity	Sustainability: Delivering a Sustainable Future
	Climate Change	Sustainability: Delivering Sustainable Operations
	Recycling, Reuse & Waste Disposal	Sustainability: Delivering a Sustainable Future
	Water Management	Sustainability: Delivering a Sustainable Future
Social	Community Involvement & Philanthropy	Service: Serving Our Communities
	Employee Health & Well-being	Service: Serving Our Workforce
	Employee & Community Safety	Safety: Advancing Safety for Our Employees Safety: Advancing Safety & Resilience for Our Communities
	Hazard Management & Emergency Preparedness	Safety: Advancing Safety for Our Customers and Their Freight
	Human Rights	Stewardship: Stewarding Ethical Operations
	Inclusion & Diversity	Service: Serving Our Workforce
	Labor Rights	Service: Serving Our Workforce
	Local Economic Impact	Service: Serving Our Customers
	Physical Security	Safety: Advancing Safety for Our Employees
	Social Justice & Racial Equality	Service: Serving Our Workforce; Serving Our Communities
Governance	Talent Management	Service: Serving Our Workforce
	Accessible & Transparent Communications	Stewardship: Stewarding Ethical Operations
	Business Model Disruption	Stewardship: Stewarding Ethical Operations Sustainability: Delivering Sustainable Solutions
	Cyber & Information Security	Stewardship: Stewarding Ethical Operations
	Compliance with Legislation & Regulations	Stewardship: Stewarding Stakeholder Trust
	Delivering Excellent Customer Service	Service: Serving Our Customers
	Ethical Business Conduct	Stewardship: Stewarding Ethical Operations
	Governance & Risk Management	Stewardship: Stewarding Responsible Business
	Innovation	Service: Serving Our Customers Sustainability: Delivering Sustainable Operations Stewardship: Stewarding Responsible Business
	Lobbying & Government Relations	Stewardship: Stewarding Stakeholder Trust
	Supply Chain Management	Sustainability: Delivering Sustainable Solutions

2024 Sustainability & Social Impact Highlights

Safety

Lowest

lost workdays recorded in CSX history

100%

of operations managers received SAFE CSX training & in-field coaching

8,200+

first responders & law enforcement personnel trained to protect the safety of our communities

Service

82,580

hours completed through ONE CSX Academy

550+

projects in the industrial development pipeline

\$664,000

distributed to employees in need of hurricane relief

Sustainability

528

RTM/gal fuel efficiency

10 million+

tons of CO₂ emissions avoided by CSX customers

4%

fuel efficiency improvement YoY

Stewardship

Anne Chow & Ann Begeman

joined Board of Directors, in 2024 and 2025, respectively

91%

of information security team credentialed with industry-recognized cybersecurity certification

Awards & Recognitions



Fortune

World's Most Admired Companies 2025



Forbes

Net Zero Leader 2024



Newsweek

Most Responsible Companies 2025 (#1 in transportation industry)



Gold Halo Award

Best Employee Engagement Initiative 2024



PRNews

Impact Communications Awards, Pride in Service (CPIS) Initiative



IR Magazine

Best Industrials



CAREERS & the disABLED Magazine

Top 50 Employer For People With Disabilities



Employer Support of the Guard and Reserve (ESGR)

Patriot Award (2x Winner) and Freedom Award

A photograph of two railroad workers in safety gear standing next to a train engine. The worker on the left is a Black man with dreadlocks, wearing a yellow safety vest and safety glasses. The worker on the right is a white man wearing a blue shirt, a yellow safety vest, a white baseball cap with the 'CSX' logo, and safety glasses. They are both wearing white work gloves. The background shows the side of a yellow and blue train engine. A semi-transparent white banner with the word 'SAFETY' in orange capital letters is overlaid in the center of the image, flanked by two horizontal orange lines.

SAFETY

At CSX, we are actively advancing safety from the inside out through education, training, technology, and collaboration. We believe that running a sustainable business begins with the safety of our people, extends to the secure delivery of our customers' goods, and is reflected in our commitment to the safety of our neighbors in the communities our trains and trucks pass through.

2024 HIGHLIGHTS

1% YoY reduction in FRA train accident rate

Rolled out inaugural SAFE CSX initiative and approximately 55,000 hours of employee training

Trained over 8,200 first responders and law enforcement personnel to protect the safety of our communities

Quality Carriers named a Responsible Care® Partner of the Year by the American Chemistry Council

Recorded the fewest lost workdays in Company history

ADVANCING SAFETY FOR OUR EMPLOYEES

SAFE CSX

CSX operates in a highly regulated industry, especially as it relates to safety. However, regulations alone cannot ensure safety: it is the responsibility of everyone at the company. This understanding is what led to the introduction of SAFE CSX in 2024, an initiative focused on moving to a culture of commitment, engagement, and risk management. While compliance is critical, it is just the start. We believe fostering a safety culture based on proactive engagement and mutual respect will lead us to even greater fulfillment of our mission.

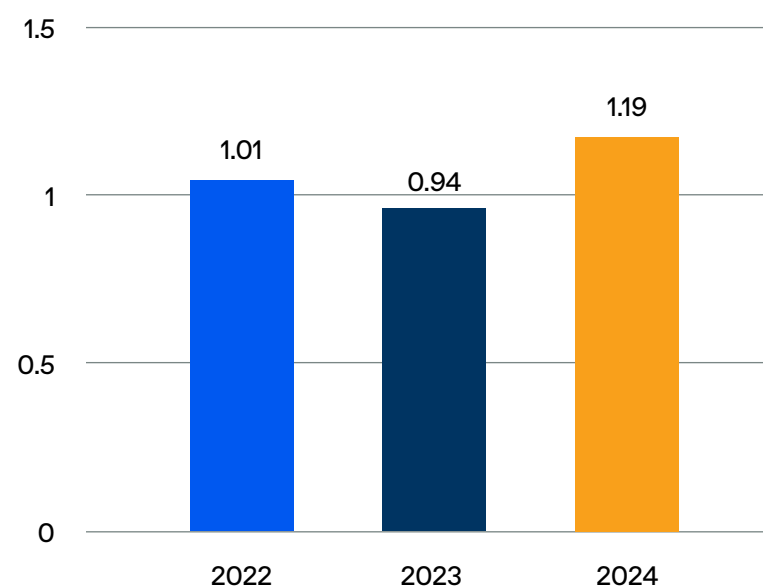
SAFE CSX empowers all of us to speak up about safety, share ideas, and work together to reduce risks and enhance safety leadership. Designed to align with our ONE CSX values and behaviors, SAFE CSX was developed with guidance from safety experts at DEKRA. Together, we are working to fundamentally reshape how safety is approached and prioritized across the organization and shift our culture from rule enforcement to proactive risk management.

"We're starting to see a real shift—not just in how we respond to incidents, but in how openly our teams are talking about safety and challenging long-standing habits. This new initiative is fostering a culture where personal accountability is front and center. Safety isn't just about checking the boxes; it's about every individual taking ownership—not only for their own well-being, but for the safety of everyone around them."

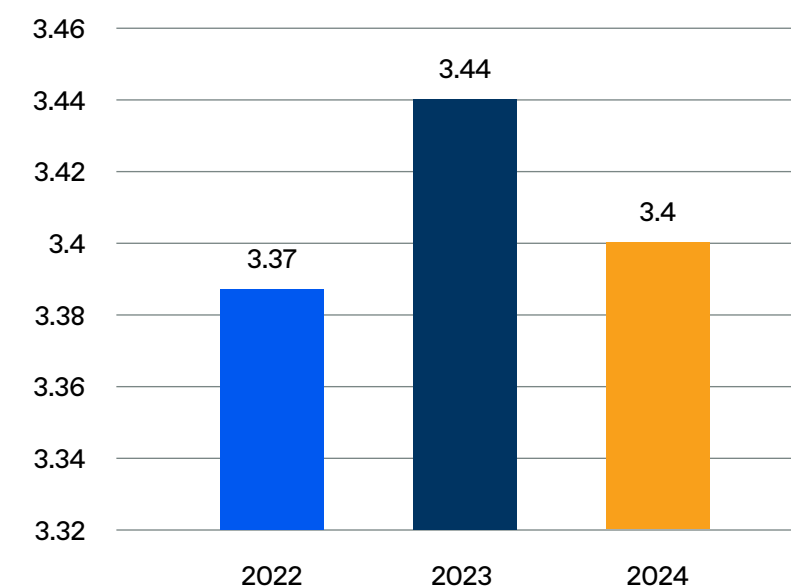
Jim Schwichtenberg, Vice President and Chief Safety Officer



FRA Personal Injury Frequency Index
(# per 100,000 employees)



FRA Train Accident Rate
(# Accidents/Million Train Miles)



SAFE CSX is based on the following key safety attributes, which will guide our behavior and decision-making:

1. **WE CARE** by ensuring everyone feels heard, valued, appreciated, respected, and included.
2. **WE CONNECT** to create an engaging and welcoming “home-like” environment where **WE** and families are why we work safe.
3. **WE MAKE IT SAFE** by actively identifying and controlling exposures.
4. **WE SPEAK UP** and provide input to enable safe operations.
5. **WE OWN IT** and take pride in the work we do, our well-organized work areas, and we railroad with precision.
6. **WE LEARN** by openly sharing information that impacts everyone’s safety and adapting when necessary.

Learning is a key attribute of SAFE CSX. The company introduced best-in-class training programs with a strong focus on engaging leadership to cascade across the workforce. Workshops included skill building sessions to enable field leaders to perform effective observations, give transformational feedback, and coach individual team members constructively.

Following the workshops, DEKRA representatives conducted one-on-one field coaching to help leaders apply their new skills. This hands-on approach reinforced the importance of personal accountability and strong leadership in reaching safety goals. Under SAFE CSX, we prioritized reducing exposure risks, strengthening frontline safety leadership and aligning operations with safety strategy.

SAFE CSX’s accomplishments in 2024 included:

- **Leadership Workshops:** 124 operational leaders completed 4 of 10 safety workshop series focused on aligning leadership on safety vision and goals.
- **Safety Survey:** Nearly 5,000 field employees provided valuable feedback that is already shaping our next steps.
- **Field Technical Training:** 1,700+ field leaders participated in hands-on training workshops to develop practical safety skills and strengthen the ONE CSX culture. Further, nearly 800 field leaders were trained to provide valuable feedback to employees multiple times per month.

Watch a SAFE CSX’s Exposure Risk training discussion in action [here](#).

CSX’s safety expectations extend to contractors who are held to the same high standards of safety and business conduct that are expected of CSX employees. Annually, we require contractors to review the publicly available [CSX Contractor Safety Program Manual](#) which outlines operating rules, CSX Safe Way rules and other safety expectations of contractors.

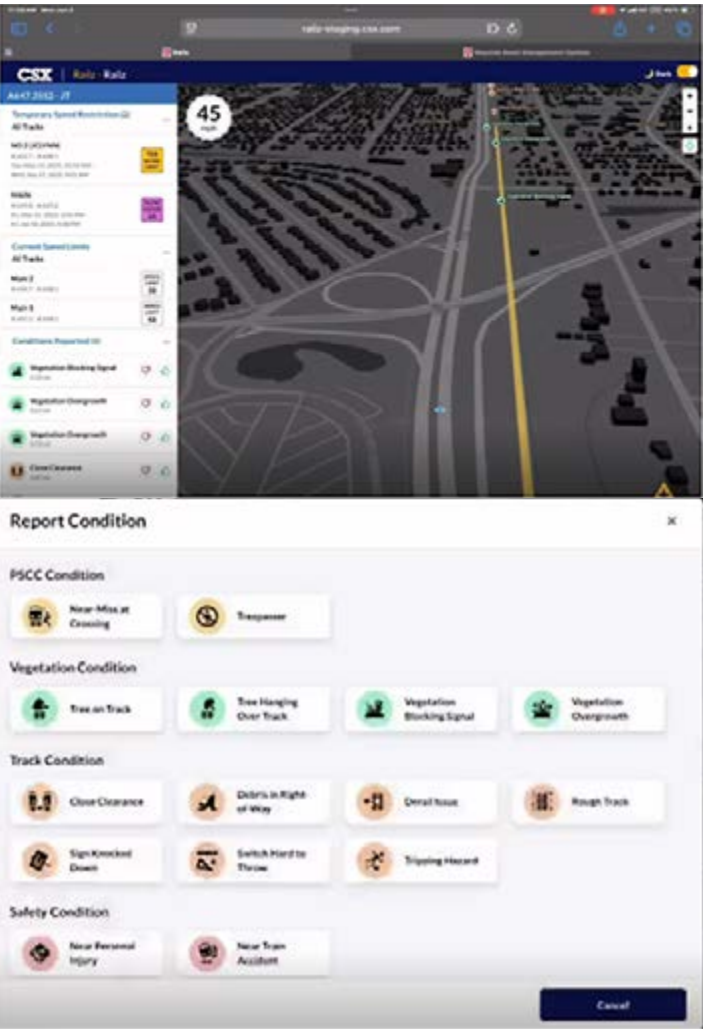
Safety Resources Available 24/7

In 2024, with the completion of our T&E tablet device upgrade and overhaul, all field employees have access, whether online or offline, to critical job communications and safety resources through the T&E Portal. This includes SAFE CSX job aids with diagrams and instructions for identifying hazards and performing tasks safely, videos and updates to keep employees informed about the program and its progress. Employees can also use the portal to review weekly job assignments, connect to company email, complete trainings, and obtain real-time track updates.

Additionally, the tablet devices enhance overall connectivity with employees in the field by providing a platform for feedback, enabling us to gather input and make necessary improvements to better support them and provide an improved user experience.

CSX Railz Program

Rail safety depends on real-time visibility into rail conditions. Through an app available on all CSX-issued tablets, conductors and other field leaders can access the CSX Railz Program. Similar to an app that alerts car and truck drivers to upcoming traffic conditions, CSX Railz provides a moving map of a train’s location, speed limits and locations of ongoing work. Moving forward, field employees will be able to use the app to report issues such as rough track or vegetation blocking signals, which will be forwarded to the appropriate personnel for resolution.



Tablets also support our commitment to work-life balance. Railroaders often spend long stints away from home and their families, and schedules can be unpredictable. The tablets not only enable employees to access safety-related resources, guides, and tutorials, but allow employees to utilize the tablet like a personal device and access personal emails and online resources while not on duty.

Empowering Employee Engagement in Safety

Integrated into the SAFE CSX program are mechanisms for employee feedback and engagement. Not only do we encourage employees to share ideas about how to improve the program, but we also actively solicit their ideas for safety improvements, including the safety survey sent to 5,000 field employees, which is already helping to shape our next steps.

Stopping Sinkholes in Their Tracks

CSX's strong safety culture comes to life through the actions of alert, well-trained employees. In Folkston, Georgia, Conductor Justin Bridges noticed subtle signs of a potential sinkhole beneath an active rail line during a routine inspection. Thanks to recent DEKRA-led training focused on hazard recognition and the importance of speaking up, he knew exactly what to do.

Justin's proactive reporting of the issue allowed CSX operations to pause rail traffic and quickly repair the area before any incidents could occur. It's a great example of how the "If You See Something, Speak Up" mindset—reinforced through hands-on training—is helping build a safer, more resilient railroad.

[Check out the full story with this video.](#)

Confidential Close Call Reporting System

As members of the Federal Railroad Administration's (FRA) [Confidential Close Call Reporting System \(C3Rs\)](#)—which provides a safe environment for employees to report unsafe events and conditions – more than 465 CSX field managers participated in FRA Part 219 Drug and Alcohol Training in 2024.

The course covered updated requirements on the inclusion of certain mechanical employees to federal drug and alcohol testing. The training complements our own training and processes, including employee drug and alcohol testing, to prevent accidents and casualties in railroad operations.



Collision Avoidance Sensor System for Maintenance-of-Way (MOW) Equipment

Safety remains a top priority at CSX. In 2022, CSX's Innovation Team initiated the development of a collision-avoidance sensor system for maintenance-of-way (MOW) equipment. This project took on added urgency after an on-track equipment fatality in 2023, accelerating the development of a solution.

The CSX Innovation team designed an integrated sensor suite to identify potential hazards and partnered with Tata Elxsi which oversaw execution and system integration. This advanced system uses machine vision and radar technologies to provide real-time hazard detection. Functioning much like "adaptive cruise control" for heavy maintenance equipment, it automatically adjusts operating speed to maintain safe distances and applies brakes when necessary to prevent collisions.

In 2024, a pilot program in Florida tested the system on a ballast regulator and a tamper. The successful pilot validated the technology's effectiveness, and in January 2025 the system was demonstrated to National Transportation Safety Board (NTSB) investigators, further proving its value in real-world conditions. Following these successes, CSX is deploying the collision-avoidance sensor solution across more than 300 machines in 2025 and rolling out a total of 2,400 in the next three to four years.

This widescale implementation aims to eliminate the approximately 15 equipment collisions that occur on average each year. The sensor-fusion design—combining RTK GPS, cameras, and radar—represents a significant safety innovation for field operations. It exemplifies CSX's commitment to employee safety and sustainable operations by using cutting-edge technology to protect workers and prevent accidents.





ADVANCING SAFETY FOR OUR CUSTOMERS AND THEIR FREIGHT

At CSX, our efforts to maximize safety and reliability are producing innovative transportation solutions that keep customers' products and their freight safely in motion, from the first mile to the last. That's why we're deploying safety-first and reliability-focused initiatives to improve our operations by minimizing downtime, risk to personnel, goods and communities, and other logistical challenges to best serve our customers.

Investing & Innovating for Safety

Our performance and position as an industry leader in safety as it relates to customer support stem from our investments in core infrastructure. In 2024, we spent \$1.8 billion out of a total \$2.5 billion capital budget on track, bridge, and signal projects, as well as on our equipment and detection technology.

CSX focuses on proactive maintenance, leveraging predictive tools to keep our trains and infrastructure in top condition, reducing risks and delays. Below are key examples of the improvements that enhance the precision of our operations using detailed scheduling and effective processes to ensure reliable, safe transportation.

Hot Bearing Detectors (HBDs)

HBDs use infrared sensors to detect temperature in bearings to help prevent accidents. By the end of 2024, the average mainline spacing of HBDs was 14.9 miles along CSX main line routes.

Acoustic Bearing Detectors (ABDs)

CSX installed 25 ABD units by the end of 2024, which analyze the acoustic signature inside the bearing to help identify potential issues with future bearing performance.

Enhanced Geometry Car Testing

To detect track irregularities or issues before they lead to problems, in 2024, we developed a new scheduling tool to optimize manned geometry car data collection. Geometry cars, or track inspection cars, are specialized rail vehicles equipped with advanced sensors and measurement systems that can assess the condition and alignment of railroad

tracks. Guided by established business rules, the new tool ensures timely testing of all track segments while improving overall efficiency. It also generates optimized schedules, enabling better asset deployment and minimizing network disruption.

360-degree Train Inspection Portals

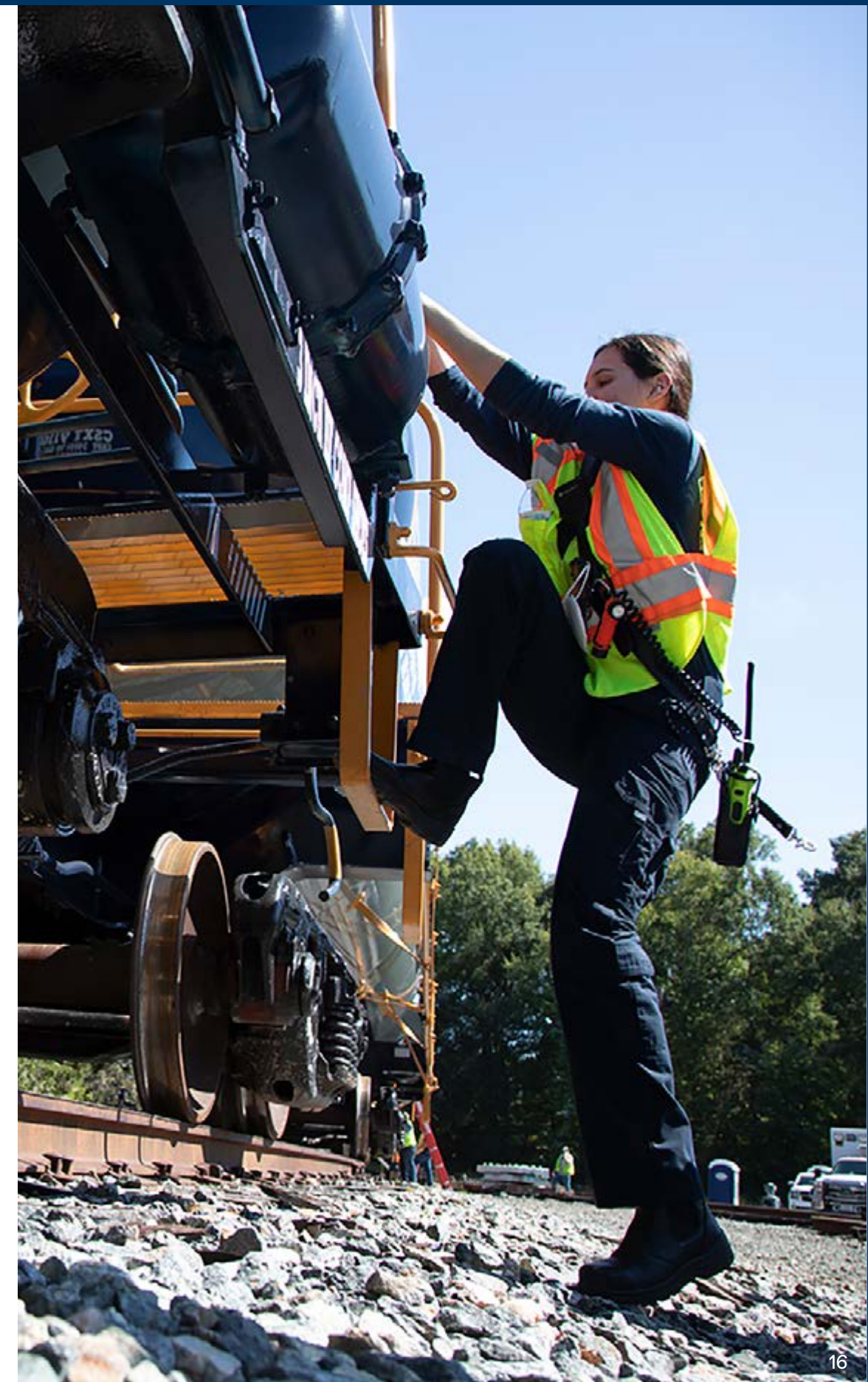
CSX has installed three train inspection portals on high-volume main lines that perform 360-degree inspections on moving trains using high-resolution imaging to identify issues with trains while in transit, enabling the trains to keep moving and provide targeted inspection points for our inspectors.

Autonomous Track Assessment Cars (ATACs)

ATACs help scan 50 percent of the CSX network each week, gathering critical data on track conditions and sending the data in near real-time for assessment and, if necessary, expedited track repair. CSX currently has eight ATACs in service during 2024 and added machine vision systems to a portion of this fleet for a more detailed evaluation of joint bars, cross ties, fasteners, and ballast.

Portable Cracked Wheel Detection

We are testing a new portable cracked wheel detection system in our mechanical shops with new Electromagnetic Acoustic Transducer (EMAT) technology for advanced inspections. The system uses subsurface shear waves to detect internal wheel cracks that are invisible to the naked eye. By identifying these hidden defects early, technology plays a critical role in preventing potential derailments and enhancing overall rail safety.





ADVANCING SAFETY AND RESILIENCE FOR OUR COMMUNITIES

We are committed to safeguarding the communities our trains roll through by implementing robust safety protocols, collaborating with local partners and first responders, and addressing risks through both proactive and reactive measures to ensure secure and resilient environments.

With approximately 27,000 crossings throughout our 26-state network, crossing safety is an important aspect of keeping communities safe. That’s where the CSX Police Department’s Incident Reduction Team (IRT) comes in. The IRT is a group of Special Agents who partner with local emergency responders, law enforcement, and government regulators to reduce accidents and safety incidents through training and education.

Since establishing IRT in 2022, the group has helped communities across the network to reduce incidents, decrease the time trains are stopped, and educate first responders on safe, efficient, and effective incident response. In working with the nonprofit Operation Lifesaver, the IRT teaches first responders and hosts community outreach events in schools, police departments, fire departments, and government agencies.

Operation Clear Track Raises Crossing Safety Awareness

More than 60 percent of accidents happen in North America at train crossings equipped with lights and gates, making it critical to educate the public and raise awareness about the dangers of trying to beat a train. As part of Operation Clear Track, CSX Police held events across the network in 2024 to help raise awareness and educate the public on crossing safety. Step into the classroom with [this video](#) to hear Tony Ferrera, CSX Superintendent, Florida Zone and Anna Dapson, CSX Railroad Police Special Agent Incident Reduction Team share crossing safety tips.

Investing in Innovation to Make Communities Safer

In 2024, we introduced an internally developed, autonomous obstacle detection system to help prevent vehicle-train collisions and enable faster emergency response. The system uses machine vision technology to continuously monitor road and bridge crossings, especially in remote areas with anything blocking the track. It then alerts our Public Safety Coordination Center (PSCC) when a detection occurs.

In addition to real-time alerts, the system provides a live video feed to the PSCC, as needed, for incident assessment and response. In 2024, we completed a successful proof of concept at a Trout River crossing test location in Florida, validating the technology’s effectiveness in enhancing situational awareness and safety at critical points in the rail system.

Emergency Preparedness

Rail safety requires a collective effort. CSX collaborates closely with local fire, police, EMS, and emergency managers to ensure they are prepared to respond to incidents effectively.

In 2024, our Responder Incident Training (RIT) Train traveled across our network to 11 training events to educate 1,215 first responders on how to prepare for emergencies along the tracks. This innovative program features a state-of-the-art, customized train designed to simulate rail incidents, such as derailment and hazardous material release.

First responders and emergency response contractors attended these RIT sessions, gaining valuable knowledge and skills for responding to potential rail incidents. Introduced in 2024, we also provide attendees with a QR code they can use to go online to find materials from the training and more.





Moving & Managing Hazardous Materials

CSX recognizes the importance of training and outreach efforts to help local communities respond effectively to rail incidents. CSX field managers play a critical role in facilitating these engagements by coordinating with local municipalities to identify training needs and design exercises tailored to specific concerns, such as oil spill response. The CSX Hazmat team also works closely with the commercial team and CSX customers to ensure effective response procedures and coordination during transportation emergencies. We also regularly meet with customers to explain response plans and better understand their internal procedures.

In 2024, CSX held various sessions covering hazardous materials handling and incident response tactics, training over 8,200 first responders and law enforcement personnel.

Emergency Response to Railroad Incidents (ERRI): The CSX Hazardous Materials Team updated their ERRI outreach course in 2024 and released it in January 2025 for first responders to simulate a more lifelike response experience. Accessible to the public, the [course](#) educates users on safety while operating on or near the railroad, initial response procedures for first responders, and types of hazardous materials transported by rail.

Augmented Reality Hazmat Training: Developed for training CSX operations managers and external first responders and emergency managers, this platform simulates various scenarios and provides a realistic learning experience including the ability to customize the trainings based on different scenarios and hazardous materials.



CSX continually conducts inspections of hazardous material shipments to CSX to protect employees, customer freight, and communities. These inspections include large-scale Hazmat Confident Campaigns by specialized teams and local reviews by Hazardous Materials Managers. Both focus on train and railcar inspections, documentation, and employee compliance with U.S. DOT regulations.

CSX Honors Customers with the Chemical Safety Excellence Award

CSX recognized 62 customers with its Chemical Safety Excellence Award for safely transporting hazardous materials throughout 2024 without any non-accidental releases. In its 31st year, the award honors customers who demonstrate a strong commitment to safety—supporting CSX’s mission to protect employees and communities.

Together, the 2024 awardees safely moved over 164,000 carloads, demonstrating the highest level of operational excellence. This year’s accolades included special recognition for **Citgo Petroleum** and **Westlake Corporation** as standout honorees for achieving a five-year milestone of accident-free shipments.





CSX Introduces New Training Locomotive to Enhance First Responder Training

In early 2025, CSX enhanced the RIT program with the introduction of a dedicated training locomotive, CSXT 911343. Designed specifically to simulate real-world emergency scenarios, this locomotive allows first responders to gain hands-on experience managing situations such as ruptured fuel tanks and hazardous material leaks.

The new addition underscores CSX’s ongoing commitment to safety and community preparedness. By providing realistic and controlled environments for emergency drills, CSX aims to better equip fire departments, emergency management teams, and hazmat specialists with the tools and confidence needed to respond effectively to rail incidents.

Watch the Video

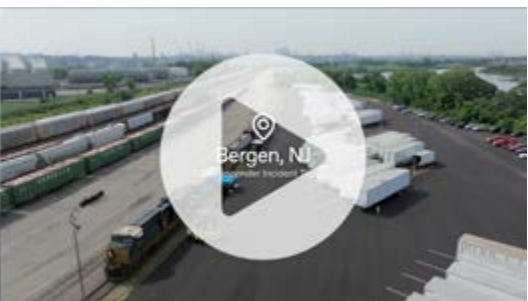
RIT Train 2024 Training Highlights

Come along for the ride with the following videos which highlight a select stops the RIT train made throughout 2024 for a closer look at how the program is enabling and educating first responders and emergency response contractors to take quick and effective action to protect our communities during rail-related events.



Fayetteville, NC

The RIT train visited Fayetteville, NC to provide local first responders with hands-on skills for handling potential hazardous material incidents.



Bergen, NJ

In Bergen, NJ, local first responders learned valuable insights into rail incident response procedures and participated in exercises to help safeguard our communities.



Nashville, TN

The RIT train stopped in Nashville, TN for a special training event with local emergency responders and the US Army. City, state, and federal officials gathered for the Defense Urban Terrain Exercise where first responders and military members received hands-on training through a real-world emergency scenario.

Disaster Relief

Our employees are also part of the communities we serve, and with that comes a responsibility to provide immediate relief and response in the wake of disasters, threatening the safety of our communities. By supporting our communities during crises, CSX is not only meeting short-term needs but also helping to build long-term resilience for the future.

When Hurricanes Helene and Milton struck, CSX mobilized a large-scale relief effort to support 2,400 employees in the storms’ paths, delivering critical aid to 300 colleagues and their families. The company also provided essentials like meals, fuel, temporary housing, and over 350 generators – delivering more than 8,800 meals and 10,000 gallons of fuel. CSX also contributed \$664,000 to its Employee Disaster Relief Fund, marking the largest employee support effort in the company’s history.

Responding to Disasters, Person to Person

In a heartfelt example of first responders supporting first responders, our own CSX Special Agents quickly mobilized and collaborated with Pride in Service (CPIS) partner, Operation Gratitude, to quickly provide care packages for police officers and firefighters tirelessly deployed across East Tennessee and Western North Carolina in the wake of Hurricane Helene. Thanks to their quick-thinking and energy, CSX was able to deliver 320 Care Packages to some truly deserving heroes keeping their communities safe on the ground, in real time.

“The impact and stress from Hurricane Helene remain evident not only across our shared surroundings and our tracks, but also in the exhausted faces of local first responders who have been deployed throughout the relief efforts. As we hand-delivered care packages first responder-to-first responder, each recipient was deeply grateful for this gesture from CSX and Operation Gratitude, showcasing the compassion of the community surrounding them.”

Kevin Dakin, CSX Special Agent in Charge





SERVICE



SERVING OUR EMPLOYEES

With more than 23,000 dedicated employees at the heart of our operations, we are committed to fostering a culture that drives exceptional service for each other, for our customers and for our surrounding communities. This commitment to service extends from the inside out, as our empowered and collaborative railroaders deliver quality service and value for our customers, while also volunteering and positively engaging in the communities where we live, work, and serve.

In 2024, CSX continued to advance our ONE CSX culture, putting our values and behaviors into action. By fostering a workplace where people show up as their true selves, we strengthen our ability to best serve our customers and our communities.

Empowered by Our Engaged Workforce

CSX employees are the backbone of our success. Recognizing that our workforce is our greatest strength, we continue to drive our ONE CSX cultural transformation—a commitment to fostering a work environment where employees feel valued, included, respected, appreciated, and listened to. This approach enhances employee motivation and drives a customer-focused mindset across the organization by creating an inclusive workplace that taps into perspectives and solutions that come from a workforce with a wide range of backgrounds, experiences, and abilities.

CSX is dedicated to providing programs and processes that drive results in hiring, talent, engagement, learning and development, and rewarding our employees.

Through our work, we develop the roadmap and action plan to foster a ONE CSX culture together through our long-term strategy: sustain a ONE CSX culture, transform CSX through technology, and generate profitable growth through a better customer experience.

2024 HIGHLIGHTS

+15-point YoY (2023-2024) improvement in Employee Survey Net Promoter Scores

9 Family Days hosted

80 Business Resource Groups (BRGs) and community outreach events

85,000+ training hours completed by management employees (26 average hours of training per employee in 2024)

578,000+ training hours completed by union employees (33 average hours of training per employee in 2024)



WHO WE ARE¹

We gather data on our workforce, including information on race, ethnicity, and identity affinities, to get a detailed view of who is working for the company year-over-year. For additional data on our workforce, see the [2024 Sustainability Data Supplement](#).

Total Full-Time Employees:

23,536

Union:

17,770

Management:

3,325

Subsidiary Company Employees:

2,441

Under-Represented² Employees

23% of Total Workforce

49% of Management New Hires

37% of Management

37% of Union New Hires

20% of Union

36% of Management Promotions

5% Female Employees

Retention

93% Overall Retention Rate

14 Average Years of Service

Veteran and Active-Duty Status

15% of Total Workforce 3,212 Veterans, Active-Duty Military and First Responders

CSX Workforce Terminology

Union Employees: Employees governed by collective bargaining agreements

Management Employees: Non-union employees; includes full-time and part-time positions

Leadership: Management employees with direct reports and/or who are direct heads of departments or above

Under-Represented: Employees who identify as female, Black or African American, Native Hawaiian or Pacific Islander, Asian, American Indian or Alaskan Native or two or more races

Hiring for Growth

Being a railroader requires specialized skills, and in 2024, we took a targeted, strategic, and collaborative approach to recruiting the talent we need—both for today and the future. We focused on building pathways to rewarding careers by finding and attracting top talent through efforts such as:

- Engaging with organizations that support veterans who are exploring new careers
- Identifying critical geographic locations with open roles and partnering with field leaders to participate alongside the talent team in career fairs to connect directly with candidates
- Continuing our intern program to create a pipeline of talent and provide opportunities to convert interns into full-time employees in our Leadership Development Program

Additionally, we brought together leaders from Operations and Human Resources for “how we recruit and why we connect” regional training sessions in 2024 to emphasize the importance of connecting with new hires early and often in their careers at CSX.

Employee Engagement

We continue to focus on how we engage with, listen to, and act on employee feedback and have conducted five employee surveys since 2022, including two employee trust surveys and three pulse surveys. In 2024, we launched our second employee trust survey—the first since the 2022 benchmark was conducted. Survey topics included culture and workplace experience, career advancement, trust and business ethics, commitment to safety, and perceptions of CSX as both a company and employer.

Feedback from our 2024 survey identified areas of marked improvement in our overall net trust score of +26 points from our 2022 survey, showing that increased collaboration and executive commitment to ONE CSX is helping us head in the right direction. It also identified opportunities for continued progress including the need for more training, skill development, career advancement, work-life balance, and a stronger focus on safety.

Employee Development

One of the key action areas to continue the journey of our ONE CSX culture transformation is ongoing talent development. From new hires to the CEO, all CSX employees have access to learning opportunities that support career growth and professional development. Whether building leadership skills, learning new technologies, or enhancing safety skills through SAFE CSX, training and development applies to everyone at CSX.

Our new mentorship program launched in November 2024, with the first cohort of 100 participants across Operating and Non-Operating departments consisting of 50 mentors and 50 mentees. It focused on networking, building relationships, and accountability. Ten participants have been promoted since the program began with plans to increase the number of participants and expand the program to include craft employees in 2025.

¹ The data reflected in this table, which is calculated as of December 31, 2024, excludes approximately 2,500 employees of certain CSX subsidiary companies due to such companies' separate payroll systems.
² Employees who identify as female, Black or African American, Native Hawaiian or Pacific Islander, Asian, American Indian or Alaskan Native.

ONE CSX Academy

ONE CSX Academy is our new flagship learning and development program. Launched in early 2024, it helps employees build skills and capabilities needed to model our values and behaviors and create a motivating and collaborative work environment. Courses are designed to be delivered over 15 months and focus on developing skills related to effective communication, self-awareness and personal development, inclusion, and career development. In total, CSX employees completed 13,332 hours of ONE CSX Academy training across all levels and departments in 2024. Senior leaders, people leaders, and individual contributors in management are required to complete selected training courses; union employees are highly encouraged to participate.



“At CSX, we believe no matter what your role, tenure or experience we all have something to learn. From our frontline employees to our senior leaders, we are investing in training, resources, and tools to transform our culture that empowers our people to grow, lead and work together more effectively. The ONE CSX Academy offers something for everyone and is making a meaningful difference that drives long-term value for our employees and our business.”

Stephanie Noel, Vice President of Human Resources and Chief People Officer



Additional leadership programs and development opportunities in 2024 include:

- **Frontline Operations Leader Program:** CSX delivers targeted workshops that build leadership capabilities and support the ONE CSX culture by honing skills around effective feedback, emotional intelligence, psychological safety, and leadership presence.
- **Intermodal Terminal Operations Supervisor (TOS) Leadership Program:** A year-long, cohort-based program for high-potential Intermodal Terminal Operations Supervisors preparing for promotion or seeking professional growth. Participants engage in diverse learning methods, including group discussions, field assessments, mentorship, and self-study.
- **Total Distribution Services Inc. (TDSI) University:** Three-day leadership development training for TDSI employees and contracted partners. Facilitated by a series of CSX leaders and speakers, this training covers leadership, communication, emotional intelligence, technical expertise, safety, policy, process improvement, and mentorship.
- **In-person & Virtual Training:** In addition to live training events in key markets, we offer a catalog of more than 3,000 virtual courses ranging from public speaking, emotional intelligence, effective leadership, networking, and more. Access to tools for selecting and completing elective learning opportunities and required training are available on a centralized learning portal.
- **Team-Building Skills & Engagement:** At CSX, we design and facilitate custom training programs for departments and teams that focus on building crucial skills, encouraging communication, and cultivating stronger team dynamics.

Other ways we support the professional growth of our employees include:

- **Education Reimbursement:** Full-time, active Union, and Management employees are eligible to receive reimbursement assistance annually for college tuition, certifications, and licenses. Full-time, active employees with three months of consecutive service are eligible. Full-time Management employees are also eligible for student loan repayment assistance of up to \$2,400 annually in conjunction with education reimbursement.

- **Tuition Grants:** We offer tuition assistance to our full-time employees, which includes discounts on all related college fees, books, and the costs of studies for eligible employees.
- **Tuition Discount:** Through our education partner, Edcor, employees can access dozens of accredited universities and colleges. Several of our university and college partners also offer education discounts to employees and their dependents. Our partners include the University of North Florida, Penn State World Campus, and the University of North Carolina, among others.
- **Scholarships:** We offer our employees opportunities to receive scholarships on an annual basis, including the CSX Moving Forward Scholarship and Colorado Tech Patriot Scholarship.

College Partner Program Spotlights

CSX’s college partnerships play a key role in recruitment and employee development. Through career fairs, student organization collaborations, and on-campus events, CSX attracts top talent and strengthens its position as an employer of choice. The company continues to build relationships with institutions that align with workforce needs.

CSX partners with **Penn State Altoona’s Rail Transportation Engineering (RTE) program**—the nation’s first and only bachelor’s degree in rail transportation engineering. CSX committed \$50,000 to fund the CSX Rail Transportation Engineering Scholarship, awarding four \$2,500 scholarships annually for five years, starting in the 2023–2024 academic year. The partnership also includes equipment support and program guidance for students.

CSX also has a significant partnership with the **University of Florida (UF)**, primarily through financial support and collaboration on initiatives in Jacksonville, including a graduate center project. CSX has donated \$10 million towards a graduate center in Jacksonville, aimed at addressing statewide workforce needs and fostering innovation. The partnership includes hosting UF students for career treks and spotlighting UF alumni making an impact within the company. CSX is actively involved in the project, through its leadership in the transportation industry, and commitment to supporting the region’s economic development.

Talent & Engagement

To foster a collaborative ONE CSX culture and support overall employee engagement, development, and the long-term strategy, CSX fosters a high-performing workforce. Utilizing processes like performance management to drive CSX’s business and strategic goals, we measure performance through effective goal setting, feedback, development, and recognition, which creates an opportunity for continuous conversations and engagement.



Culture of Engagement

We strive to foster a culture where employees feel valued, included, respected, appreciated, and listened to. One way we do this is through our Business Resource Groups (BRGs). Additionally, town halls, field visits, BRG events and community service projects have provided further opportunities for employees to share their perspectives and deepen connections within CSX and beyond.

2024 BRG Award Winners

Annually, CSX recognizes the extraordinary achievements of our BRGs, acknowledging their pivotal role in advancing the culture of our organization. We honored three individuals who demonstrated positive and supportive attitudes, exemplified CSX values and behaviors, and helped drive an inclusive ONE CSX culture in 2024 through this year’s BRG awards:

BRG Leaders of the Year



Tammi McGriff, AAIG: Tammi has been instrumental in keeping our company thriving, engaging employees, and steering the African American Inclusion Group (AAIG) towards fulfilling its mission. Her unwavering dedication ensures that all our activities align with the ONE CSX cultural transformation. Tammi has spearheaded numerous events and initiatives that have had a profound impact on our community.



Colin Connor, ABLE: Colin has demonstrated exceptional leadership, dedication, and impact within our ABLE BRG, making him a standout candidate for this recognition. He was instrumental in supporting and championing the Special Olympics 5k and our ABLE initiatives and events. Every day, Colin has shown an unwavering personal dedication to the mission of ABLE.



BRG Member of the Year

Lydia Anaya, HOLA (Hispanic Origin/Latin American): Lydia has shown exceptional dedication to the HOLA BRG’s mission and activities. She has consistently participated in events and champions the mission of our BRG’s. Her enthusiasm and positive attitude have been infectious, encouraging other members to get involved and stay engaged.

[More information on BRGs at CSX can be found here.](#)

Extending ONE CSX to Employee Families

Beyond the insights gained from surveys, we continue to engage employees through various activities and events that foster connection and participation. Family Days, for instance, have become a standout way to bring employees and their loved ones together. Held across nine locations in 2024 with over 20,000 attendees, these county fair-style events celebrate the vital contributions of our workforce while allowing families to experience the pride and purpose that come with working at CSX. Hosted in rail yards across our network, Family Days give railroaders and their families time to spend together while celebrating and appreciating their role in moving the freight that fuels the American economy.

In connection to the Family Days, we held five ONE CSX Expos in 2024. The ONE CSX Expos provide an opportunity to learn about internal department initiatives, resources, college partners, and BRG’s across the company while also engaging with a variety of leaders. The sixth expo was held in Jacksonville after our Q4 Town Hall.



Bring Your Child to Work Day

CSX held three Bring Your Child to Work Day events in 2024 to give employees the opportunity to show their children what they do at work. Held at Rigby Yard in Portland, ME, Radnor Yard in Nashville, TN, and Yeoman Yard in Tampa, FL, the events brought together all CSX operating departments to deliver hands-on experiences for kids ranging from kindergarteners to high school seniors.

Displays and experiences featured equipment and tools from across CSX operations with opportunities for kids to interact with a locomotive simulator and rebuild a model knuckle. Each event showcased unique aspects of the yard's history through photographs, old documents, and videos, allowing attendees to see the yard's evolution over the years. The CSX Police department brought their K9 units to educate attendees on their vital roles within the organization. Additionally, the CSX mini train, The Mighty Chessie, offered train rides, making the event a memorable experience for employees and their children alike.



Employee Recognition

Another priority of our ONE CSX action plan and our overall values is recognizing the dedication and hard work of our employees. To show our appreciation, we enhanced our formal recognition program in 2024, introducing innovative ways to highlight individual achievements and celebrate cross-functional team accomplishments. Whether honoring personal milestones or collaborative successes, these efforts reflect our unwavering commitment to valuing and rewarding the contributions that drive CSX forward.

2024 ONE CSX Prestige Award Winners

The ONE CSX Prestige Award recognizes the contributions of team members who have significantly impacted the organization. In 2024, we **celebrated six teams** who demonstrated exceptional cross-functional collaboration and went above and beyond to deliver value for CSX.

Each winning team member received a trophy, a \$1,000 cash award, and the opportunity to enjoy a special train ride with senior leadership. This memorable experience celebrated their collective success and allowed them to reflect on the incredible teamwork that makes achievements like these possible. In addition, more than 700 employees across our union and management ranks earned the ONE CSX Teammate Award for their daily contributions.



2024 Innovator of the Year

CSX recognized Daniel Adkins as the 2024 Innovator of the Year for leading bold, next-generation solutions in sustainable rail. Through his leadership at the Huntington Heavy Locomotive Shop, his team developed the zero-emissions hydrogen GP38H2 locomotive and repowered older models with Tier 4 diesel engines—reducing emissions and extending asset life. By reusing key components, they also cut waste and accelerated delivery, proving innovation and sustainability go hand in hand.

*CSX Innovator of the Year:
Daniel Adkins*



Total Rewards & Well-being

At CSX, we are committed to well-being in every facet of life—emotional, financial, physical, and social. By providing impactful programs and resources, we support our employees and their families wherever they may be on their journey toward a better life. We deliver comprehensive, modernized total rewards that support not only our employees but their families as well. Through tools, resources, and programs, we aim to support:

- **Emotional Well-being:** Opportunities to access behavioral health-related services both in-person and virtually through discounted services and products.
- **Financial Well-being:** Education on how to invest in your financial well-being with planning services, estate planning, and identity theft prevention memberships.
- **Social Well-being:** Information on how to enrich your life with courses and travel experiences that promote social connections and personal growth.
- **Physical Well-being:** Ideas on how to prioritize your physical health with gym memberships, exercise equipment, weight loss programs, and even personal trainers.

Based on employee feedback, we introduced new benefits for 2024, including those below. A full summary of elective benefits is available on the [Benefits Summary](#) page of our website.

- Increased maternity leave to 14 to 16 weeks, dependent on type of birth.
- Expanded military leave policy to provide pay differentials for all types of armed forces training.
- Offered voluntary legal plan options to union employees.
- Increased optional life coverage options to union and management employees.
- Introduced a floating holiday—in addition to our 10 fixed holidays—that management employees can use to take time off for what is meaningful to them.

A strong total compensation package is one of the primary ways CSX shows how much we value our employees and their families. At CSX, we believe it is imperative to pay all employees fairly and competitively commensurate with their experience, skills, and performance. We conduct pay equity studies annually through an external vendor-partner via attorney-client privilege. The studies use multimodal analysis to determine if statistically significant differences for pay exist based on gender and ethnicity.



Labor Relations

Our ONE CSX cultural transformation is also centered on strengthening communication and collaboration with our unionized workforce. We recognize the vital role frontline employees play in delivering value for both customers and shareholders, and we are deeply committed to rebuilding trust and partnership with labor.

This work is driven by the CSX Labor Relations team which engages with 15 labor organizations and manages 44 collective bargaining agreements, which encompass around 17,700 employees or 75 percent of the CSX workforce. The team manages grievances and claims from employees and unions; negotiates collective agreements; collaborates with labor organizations to ensure operational requirements are being met; and oversees key policies focused on disciplinary action, attendance, and more.

Purpose-driven Negotiations

Building on momentum made last year, CSX continued to bring a boundary-pushing mindset, emblematic of ONE CSX, to its labor organization engagements and collective bargaining in 2024. With the lengthy 2022 negotiations—which resulted in service delays and frozen wages—still in recent memory, CSX began the process in early 2024, working directly with the unions that represent workers, rather than wait for national collective bargaining sessions. These early negotiations not only led CSX to tentative agreements between CSX and unions representing nearly 60 percent of the Company’s union workforce by the end of 2024, but created new impetus and precedent for the industry to follow suit.

“This year’s labor agreements were historic in many ways. We decided to take a new approach to doing business, and it paid off. We earned a new level of trust and unlocked a new level of working together unlike anything that’s been done or seen in the industry before. The recognition we’ve received across the industry and from employees is testament to ONE CSX culture not just through our words, but by really living those values and demonstrating it in our actions.”

Jeff Wall, Vice President, Labor Relations



Advancing Frontline Safety, Well-being, & Quality of Life

Our employees’ welfare is fundamental to delivering the best service for customers and over the past two and a half years, CSX has collaborated with union partners to prioritize safety and improve quality-of-life for our unionized workforce.

We continued to prioritize safety, which is integral the welfare of employees. Initiatives included increased training for craft and frontline supervisors and frontline mentor program. Additional details on safety trainings and initiatives can be found in the [Safety](#) section of this report.

2024 bargaining agreements built on a series of other industry-first initiatives introduced by CSX in recent years. These included paid sick leave, a revised attendance policy, and emphasis on non-disciplinary and non-punitive approaches. The new five-year collective bargaining agreements reached in 2024 secured fair wage increases, improved paid time off and vacation accruals, included paid sick leave for new employees, and enhanced healthcare benefits. As of the end of 2024, paid sick leave was extended to approximately 77 percent of our frontline railroad workers.



SERVING OUR CUSTOMERS

Across our organization, we remain deeply focused on delivering consistent, reliable service to our customers—a commitment powered by our ONE CSX culture. By combining a strong operating model with an engaged workforce striving for excellence, we’ve built a solid foundation for sustained service performance and success.

2024 HIGHLIGHTS

Over 10 million+ tons of CO₂ emissions avoided annually by CSX customers

550+ projects in our industrial development pipeline

Received highest Net Promoter Score (NPS) since 2021 for Customer Experience scoring **43.5** overall and **58.3** for Intermodal

Optimizing Infrastructure & Operations to Deliver Exceptional Service

CSX aspires to deliver unparalleled customer service, setting the bar for reliability, efficiency and excellence. By adapting to customer needs and delivering tailored solutions, CSX continues to strengthen its relationships and drive business growth.

In 2024, CSX made targeted infrastructure and efficiency investments and the CSX Engineering team significantly increased its output, laying a higher volume of mainline rail, installing more ties, and executing extensive surfacing and ballast work compared to 2023.

Spotlight: Howard Street Tunnel Project

Modernization project reinvigorates 130-year-old infrastructure

We are making significant investments in infrastructure to enhance connectivity and efficiency across our network. One key project is the modernization of the Howard Street Tunnel in Baltimore, which will support double-stack intermodal service along the vital I-95 Rail Corridor. The initiative aims to increase vertical clearance in the 125-year-old tunnel and address 22 additional obstructions along the corridor between Baltimore and Philadelphia, improving connectivity to key Midwest markets.

In addition to increasing containerized freight capacity, the project will improve supply chain efficiency for shippers, reduce highway congestion for communities, and deliver environmental benefits from increased use of rail, a more sustainable solution than other modes of shipping, as well as due to more direct routes. CSX is working in partnership with the [Maryland Department of Transportation](#) on the project which is now tracking for completion by the end of 2025.



Watch a brief video of the Howard Street Tunnel construction

Spotlight: Coming Together to Build Back Infrastructure Resilience in Baltimore

Building back better to ensure infrastructure resilience

In March 2024, the tragic collapse of the Francis Scott Key Bridge in Baltimore halted all shipments out of the port due to the inability of ships to access the channel. This interruption posed a significant challenge for CSX and its customers who rely on the company’s Curtis Bay coal pier in Baltimore Harbor, one of CSX’s largest export coal facilities.

CSX’s Operations team quickly mobilized to find alternative solutions. This included facilitating a partnership with a third-party barge company to transload midstream shipments from Curtis Bay to large vessels in Annapolis. They also collaborated with steamship lines to create a custom shipping solution between Baltimore and New York. These temporary measures ensured that shipments continued to reach their destination, maintaining the supply chain’s integrity and minimizing disruption for CSX’s customers.



Watch this video to see how CSX reopened critical operations in Baltimore

CSX was able to perform maintenance work at the facility during the recovery period, which increased the site’s resilience and allowed for stronger operations through the rest of the year as normal operations resumed. Two months after the collapse of the bridge, operations at Curtis Bay resumed. The rapid reopening and the implementation of innovative shipping solutions highlight the strength and flexibility of CSX’s operations team. Their actions helped mitigate the impact of the bridge collapse, ensuring that Baltimore Harbor remains a vital port for global trade and a cornerstone of the local and connected economy.

Spotlight: CREATE P3 Project – 75th Street Rail-Over-Rail Grade Separation

Another key project in CSX’s infrastructure investment is the 75th Street Flyover (CREATE P3) Project, a new overhead rail structure to grade separates our double-track mainline eliminating eight railroad crossing diamonds and helps resolve congestion between the 60+ trains operating daily on the Blue Island Subdivision. This project will reduce freight and passenger train delays and increase fluidity of rail service in the Chicago Region.

In addition to reducing train delays, the project will also reduce road traffic delays and enhance safety for the public by eliminating the at-grade highway crossing at 71st Street with the construction of an overhead rail bridge. Improved rail and road traffic operations will decrease train and vehicle idling, reducing pollution and energy consumption, and improving air quality in the surrounding neighborhoods.

CSX is working in partnership with the CREATE Program which is on track for substantial completion by the end of 2025. Visit the [CREATE Program website](#) to stay updated on the project.



First Mile-Last Mile Services

Our commitment to safe, reliable, and efficient service powers everything we do. By investing in network capacity, customer-focused technology, and expanded service offerings, we’re unlocking new opportunities for shippers. From the first mile to the last, our portfolio of comprehensive shipping services seamlessly and dependably delivers customer freight every leg of the way.

- **Quality Carriers:** In 2024, we expanded the use of ISO-tank equipment, with 1,000 containers in active service by early 2025. To support this growth and enhance the shipping experience, we added 350 new chassis trailers to our network, strengthening our dock-to-dock service capabilities.
- **Intermodal Terminals:** Modernization of the Howard Street Tunnel in Baltimore will soon support double-stack intermodal service on our I-95 Corridor between New England and Florida and improve our route from Chicago to the mid-Atlantic. This project addresses the last single-stack portion of our intermodal network, creating operational efficiency for our current business and doubling our capacity.
- **Total Distribution Services Inc. (TDSI):** Transloads auto customers’ finished products from one transportation mode to another—rail car to truck, truck to rail car, or rail car to ship. TDSI offers additional vehicle-handling services through a network of automobile-distribution facilities, storage locations and facilities providing service to Eastern, Gulf, and Southeastern ports.
- **TRANSFLO:** Transloads bulk materials from one transportation mode to another—rail car to truck, truck to rail car. We continued to make targeted investments in TRANSFLO, which provides

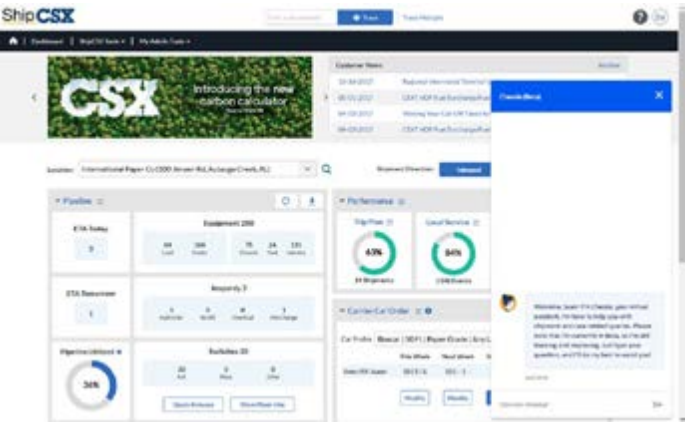
transloading services. The 231 car spots added across our network help us to better reach non-rail served customers, with terminal expansions increasing network capacity by approximately 9 percent over the last two years to 45 total terminals.

- **Pan Am Systems:** Operating improvements in the Pan Am territory since being acquired in 2022 are growing business and efficiencies, helping CSX better serve major markets in the Eastern U.S.
- **Meridian & Bigbee Railroad (MNBR):** In 2024, CSX and CPKC acquired the MNBR creating a new direct Class I-to-Class I interchange connection in Alabama, our first new interchange in decades and a landmark connection for shippers, expanding markets in Mexico, Texas, and the Southeast U.S.

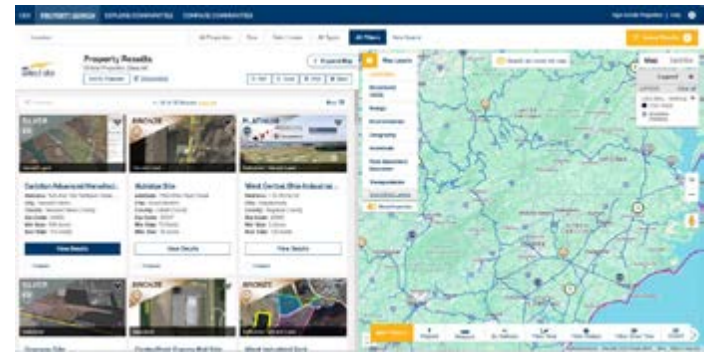
Tools, Technologies, & Processes

Providing excellent customer service means investing in tools and technologies that add value and efficiency, making it as easy as possible for customers to do business with us.

- **ShipCSX:** Our multi-year modernization of the ShipCSX.com website continued in 2024 with the development of a more modern events platform that will be rolled out in 2025. The updated platform will provide improved insights to customers on the location of their shipments.
- Additionally, we developed Chessie, an AI-powered virtual assistant that can learn and adapt based on user interactions. When fully launched in 2025, it will help customers easily track and trace their equipment, create and review cases on shipments more efficiently, and provide answers to common customer questions.



- **Select Sites:** We continue to expand and enhance our [Select Sites certification program](#) which connects expanding companies with highly desirable rail-served properties. Sixteen rail-served properties across eight states were added to the program in 2024. This robust program is supporting over 550 customer projects in finding the right rail served sites. The interactive, online mapping tool [CSXSelectSites.com](#) is loaded with 58 locations. With sites being qualified throughout the year, it provides a fast and efficient pathway to find the qualified rail-served sites on the CSX network.



- **Intermodal Terminal Reservation System:** Enhanced Intermodal reservations system by creating expanded reservations management capabilities for international customers in the ShipCSX public website and added functionality for bulk editing of quick adjustments during service disruptions, enabling better flexibility and exceptional handling capabilities.
- **GPS Tracking:** In 2024, we equipped approximately 100 railcars with GPS tags to provide customers with more visibility into their freight anywhere on our network, as well as information related to open doors, geofencing, and load/unload status. Together with our industry partners, any car with GPS telematics from the RailPulse initiative will show in the ShipCSX platform. As the number of GPS tags increase in our shipper car fleet, we will be able to provide better insights into operations for our customers.



Customer Engagement

We can only serve our customers as well as we listen to them, which is why our commitment to service is rooted in collaboration to creatively address their unique needs. If our customers can dream it, we can help deliver it.

Our Customer Service team serves as a liaison between our Sales and Marketing and Operations teams, helping to address customer needs in real time and drive better results. In 2024, we launched a training series that reviewed our 70+ customer tools within ShipCSX and how they can be tailored to specific customer situations. To help better understand how we can deliver an excellent customer experience, we engage with customers in multiple ways:

CSX Executive Connect

In early 2025, we brought over 80 customers from across our business segments together for our first-ever CSX Connect forum. This multi-day event in Jacksonville included CSX executives and speakers who sparked new ideas that will help us continue to deliver exceptional value to our customers on various issues relevant to the transportation industry.

Art-of-the-Possible Whiteboarding Sessions

In 2024, we completed these sessions with 44 customers across industries to develop future-oriented ways we can build new solutions to help meet their business goals. These sessions help challenge customers to think differently by helping them conceptualize “the art of the possible” around their shipping needs and compare where they are today versus where they want to be in the future.

Voice of the Customer Survey

We continued to conduct quarterly voice of the customer surveys to receive feedback on priority topics. Post-survey, customers are sent a new survey to “thumbs up” or “thumbs down” their experience to help inform us on how we can better serve them.

Record-Setting Wins for Quality in Excellence Awards

In 2024, CSX Total Distribution Services Inc. (TDSI) unloading facilities in Nashville, TN, and Palm Center, FL, both won the 2024 Destination Automotive Quality Excellence Award from the Association of American Railroads. Each facility earned a score of 99.98 percent, showcasing their exceptional performance and commitment to quality. The awards recognize outstanding performance in handling and unloading automobiles.

This recognition is only the second time that a railroad has won the award for multiple terminals in a single year. Adding to this historic achievement, the TDSI Palm Center facility has now been recognized for having the highest quality review score for the third consecutive audit, setting an industry first.





SERVING OUR COMMUNITIES

At CSX, we are raising the bar for our industry by reimagining what a modern railroad can be—one that delivers enduring value not only to customers, but also to the communities we serve.

Our commitment to service goes beyond the rails, extending into the neighborhoods where we operate through strategic investments, tailored community programs, local partnerships, and year-round employee volunteerism. By cultivating meaningful relationships and driving positive change, CSX strives to be a trusted neighbor, a dedicated partner, and a leader in building a stronger, more connected future.

2024 HIGHLIGHTS

- \$17.8 million in total community investment contributed
- \$664,000 distributed to 194 employees through the CSX Employee Disaster Relief Fund (EDRF)
- Over 24,000 employee volunteer hours contributed
- \$1.04 million donated through matching and employee giving programs
- Over 820 communities across 26 states supported
- Over 520 Pride in Service and Community Service grants distributed
- 220 scholarships awarded

CSX Pride in Service

2024 marked the sixth year of Pride in Service (CPIS), our signature community investment initiative and company-wide commitment to honoring and supporting those who serve our nation and communities. Through this program, we stand alongside veterans, military members, first responders, and their families—offering not just moments of support, but long-term impact. Every act of service contributes to a greater whole, addressing critical needs and reinforcing our promise to be there for those who give so much.

2024 CSX PRIDE IN SERVICE HIGHLIGHTS

- Engaged over 1,500 CSX employees in our cause
- Supported 1,708 events
- Brought Pride in Service to 122,000+ service members and loved ones
- Reached 1 million+ service members nationwide since the program’s inception

“At CSX, the spirit of service starts at the top, from our CEO, a servant leader, through every level and function of the organization. Employee volunteerism and community engagement are natural extensions of our ONE CSX culture. Our railroaders are collaborative, with a deep sense of purpose and of pride, which drives us to show up in solidarity not only for each other, but also for our neighbors where we live and work. As we continue to scale our community investment programs and partnerships across our operating territory, we are impacting more service members and their families, while also supporting safe, resilient, sustainable communities and driving greater value inside-out, for our employees, our business, and local beneficiaries.”

LaSandra Boykin, Director, Community Investment



Signature Partners

Our CPIS nonprofit partners include some of the nation's top veteran, military, and first responder organizations, each playing unique and vital roles in meeting this community's variety of needs. Together with these organizations, we build programs that deliver critical financial and food assistance, build community connections, and offer workforce development and upskilling. In 2024 alone, we reached approximately 122,000 service personnel and family members through 1,708 sponsored community events. We support and help execute programs within these focused issue pillars year-round and across our operating territory. The below includes select highlights of our partnerships in 2024.



In 2024, CPIS and our partner Operation Homefront joined forces on our newest campaign for military families with the launch of *Rolling Out Relief*. Across the U.S., housing costs continue to rise, putting increased financial pressures on many families. To help, we identified 26 military families—one in each state that CSX serves—and provided one month of housing support in the form of rent or mortgage assistance. CSX is the largest supporter of Operation Homefront's critical financial assistance program, which helps families experiencing unexpected, urgent financial strain (job loss, medical bills, new expenses, etc.). This campaign was designed to provide short-term financial support, particularly in the midst of a housing crisis impacting many communities, to help get military families the resources they need to get back on stable footing.



At our Railroad Education and Development Institute (REDI) in Atlanta, railroaders come not only to train for life on the tracks, but also to learn about the ONE CSX culture and our commitment to service inside out, which includes giving back to our surrounding communities. In 2024, our trainees—the newest set of CSX railroaders—rolled up their sleeves and packed more than 2,000 care packages as part of an Operation Gratitude and CPIS event. The packages supported local Atlanta law enforcement officers and firefighters. Our CSX railroaders and our railroad police rely on strong community relationships with first responders, so this is one way CSX goes beyond our day job to support these local heroes.



CPIS sponsored the 2024 Wounded Warrior Project (WWP) Partner Convening which brought together over 100 leading grassroots military and veterans service organizations in Jacksonville for the summit *Empowering Veterans for a Lifetime*. Participants explored the evolving needs of wounded warriors, veterans, and their families—from transitioning out of service to healing, employment, and long-term care.

CSX also continued our award-winning Drone Training program with WWP. In 2024, we hosted another hands-on event with WWP for over 25 wounded veterans from across the country as well as subject matter experts and drone pilots from our operations and Special Agent teams. The program helps equip veterans with valuable skills toward their drone piloting certification, preparing them for careers with growing demand. Learn more in this [video](#).





Around 600,000 military families relocate each year, which is significantly higher than the rate for non-military U.S. families. This constant moving can lead to feelings of isolation and a lack of belonging. Blue Star Families recognized this issue and created Welcome Week, held annually in September, to welcome relocating families into their communities. This initiative aligns with CSX's support for nine local BSF chapters, providing resources and networks for military families year-round. In September 2024, we hosted our first local celebration event in Jacksonville, where our ONE CSX team warmly welcomed recently relocated military families to our headquarters community. Watch this [video](#) to find out how the community came together for family fun, community service, and local connections.



Together, CSX and First Responders Children's Foundation (FRCF) provide scholarships to children of first responders committed to continuing a cycle of service to their communities. We also support positive connections and relationship-building between local law enforcement and community youth, through our National Night Out events during the back-to-school timeframe and our Toy Express events during the holidays.

This year, we added a new focus for our partnership with FRCF, in combination with another longtime partner, the B&O Railroad Museum in Baltimore. Together, we created a tailored event to show our collective appreciation for hundreds of local first responders and their own families at the 2024 Family Appreciation Day celebration. Held at the iconic museum in Baltimore, the event featured family-friendly activities, like K9 demonstrations, face painting, and toy giveaways. Check out the fun [here](#).

In 2024, Mike Cory, Executive Vice President and Chief Operating Officer, also joined the FRCF Board of Directors expanding our commitment to the organization through leadership and strategic support.



Engaging Employees in Volunteerism

Empowering flexible, meaningful engagement is a key part of how we invest in our people, our communities, and our future. Through our robust ONE CSX, ONE Community employee giving program, our employees have multiple ways they can give back to causes and organizations that matter most to them.

- **Dollars for Doers:** For every 15 volunteer hours from an employee, the CSX Foundation donates \$10 per hour, up to 40 hours, to an eligible organization of the employee’s choice.
- **Employee Matching Gifts:** The CSX Foundation provides a dollar-for-dollar match for charitable donations up to \$1,000 per employee per calendar year.
- **Board Service Program:** CSX contributes to the organizations on which CSX employees serve as members of the board.



Serving Our Local Communities with Purpose

At CSX, service to our communities goes beyond supporting their local economies and providing jobs. We aim to create unique, mutually beneficial partnerships that help our broader communities thrive. Beyond our national signature CPIS initiative, we also localize efforts in key communities of operation, including our hometown headquarters of Jacksonville and the birthplace of the American railroad, Baltimore. Key local community investment projects in Jacksonville and Baltimore include:

Jacksonville, Florida:



Jacksonville Museum of Science & History: In 2024, CSX announced a landmark \$10 million contribution to the Museum of Science & History (MOSH) supporting its Genesis capital campaign. The campaign supports the creation of a new center in downtown Jacksonville, designed to inspire the next generation of leaders in science, technology, engineering, and math.



University of Florida: Currently in its second year, CSX continues support of the 5-year, \$10 million commitment to the University of Florida’s new graduate center in downtown Jacksonville. This project aims to transform the region’s workforce development, innovation, and advanced education by empowering local students and professionals.



United Way of Northeast Florida: CSX has a longstanding partnership with United Way of Northeast Florida, working together to advance community well-being through critical local programs. In 2024, CSX served as the presenting sponsor of the organization’s 100th anniversary community concert and supported initiatives to expand access to mental health services for veterans across the region.



Jacksonville Zoo and Botanical Gardens: CSX donated \$1 million to Jacksonville Zoo and Botanical Gardens to support the construction of a new train station, which is set to open by fall 2025 as part of its 200th anniversary celebration. The project celebrates the region’s railroading heritage while providing an engaging, accessible space for learning and connection for zoo visitors of all ages.

Baltimore, Maryland:



B&O Railroad Museum: In the second year of our \$5 million commitment, CSX is helping launch a significant transformation of the museum’s campus in southwest Baltimore. The donation will support the museum’s revamped entry plaza and outdoor auditorium, which will be known as the CSX Bicentennial Garden in recognition of both organizations’ 200th anniversary.



Supporting Partnerships

In addition to our signature partners, we support several additional community-based partners as part of CPIS, through funding, talent development, and skills-based and hands-on volunteering, including the following.



American Corporate Partners (ACP)
CSX employees mentor military veterans transitioning to the civilian workforce.



OPERATION NEW UNIFORM (ONU)
CSX supports this local Jacksonville, organization empowering local veterans to seek fulfilling careers following their service.



HIRING OUR HEROES
In conjunction with our HR talent partners and our dedicated military recruiter, CSX collaborates with this organization on jobs fairs and hiring events to help place veterans in well-matched fields for their skills.



STEVEN A. COHEN MILITARY FAMILY CLINICS
CSX Pride in Service supports the mission of Steven A. Cohen Military Family Clinics which provide mental health care treatment to active-duty service members, veterans, National Guardsmen, and Reservists, and all military families.

Spotlight: Holiday Express & Santa Train

For 82 years, the CSX Santa Train has been a cherished holiday tradition, bringing joy and hope to the heart of Appalachia. 2024 marked a particularly challenging year for disaster relief, response, and recovery in North Carolina and Tennessee due to damaging hurricanes. In light of this, the ONE CSX team mobilized to show our collective community support. This year, the train arranged to make a very special stop in Erwin, Tennessee and hosted a Holiday Express event for families impacted by Hurricane Helene. Santa and CSX volunteers handed out over 5,000 gift bags, spreading holiday cheer to those still recovering from the storm. Additionally, the company and its partners donated \$5,000 each to five local organizations leading flood relief efforts.

The train continued to make stops across Kentucky, Virginia, and Tennessee spreading toys, food and holiday cheer to thousands of families. Visit [CSX.com/santatrain2024](https://www.csx.com/santatrain2024) for photos and videos of the Santa Train and Holiday Express.



BY THE NUMBERS

1942: Santa Train’s first trip

13 stops along **110** miles of track across **3** states

15 tons of gifts distributed including **12,000** toys



Driving Local Economic Opportunity

We continue to look for opportunities to partner with customers and urban territories to strengthen our communities. In 2024, we continued to drive local level economic growth and opportunity through our community investments and infrastructure projects. Our network connects every major metropolitan area in the Eastern U.S., where nearly two-thirds of the nation’s population resides.

The following table shows CSX’s state-by-state presence in terms of employees, track miles and capital investments for 2024. For additional information on our state-level operations, investments and impact, please view the fact sheets [here](#).

State	Track Miles	Employees ¹	Car Loads (thousands) ²	System Capital Investments (millions)	Community Investments (thousands)
Alabama	1,568	925	595	\$204	\$75
Connecticut	215	6	4	\$3	\$11
Delaware	127	39	5	\$4	\$6
District of Columbia	68	13	4	\$4	\$523
Florida	2,354	6,249	830	\$180	\$7,768
Georgia	2,598	1,753	1,028	\$184	\$219
Illinois	1,153	509	2,348	\$120	\$522
Indiana	2,415	1,029	506	\$95	\$221
Kentucky	2,788	1,068	339	\$97	\$134
Louisiana	136	90	173	\$28	\$15
Maine	481	169	26	\$69	\$10
Maryland	1,337	932	298	\$103	\$1,409
Massachusetts	550	240	262	\$45	\$345
Michigan	1,106	283	414	\$36	\$49
Mississippi	130	37	23	\$14	\$13
New Hampshire	93	23	9	\$7	\$24
New Jersey	980	109	880	\$10	\$46
New York	2,543	1,296	304	\$123	\$1,087
North Carolina	1,698	609	321	\$175	\$399
Ohio	3,881	2,048	1,022	\$151	\$429
Ontario (Canada)	48	24	20	\$3	—
Pennsylvania	2,006	558	478	\$214	\$259
Quebec (Canada)	59	13	43	\$15	—
South Carolina	1,755	549	388	\$110	\$132
Tennessee	1,532	936	430	\$156	\$496
Vermont	20	—	—	—	—
Virginia	1,980	702	541	\$64	\$183
West Virginia	1,918	886	419	\$114	\$87
Unassigned Locations ³	20	0	24	\$190	\$3,368
Total	35,539	21,095	11,736	\$2,516	\$17,830

¹ Employee data does not include subsidiary employees

² Car Load data includes intermodal units

³ Unassigned Locations include out of network locations



SUSTAINABILITY

DELIVERING SUSTAINABLE OPERATIONS

Our railroad has been a pillar of progress for nearly two centuries, and our commitment to environmental sustainability is an example of that journey forward. We know we have a proactive part to play in shaping the future by prioritizing environmental sustainability inside out, across every aspect of our business.

At CSX, environmental sustainability is embedded in how we operate every day. From reducing fuel consumption and optimizing train performance to investing in cleaner technologies and infrastructure, we are committed to running a more efficient, responsible railroad. This commitment begins with how we approach and manage our environmental impact and extends to how we integrate sustainability into our decision-making. Our aim is not only to reduce our environmental impact, but to build a stronger, more resilient business for the future.

2024 HIGHLIGHTS

Led U.S. Class I operators with **0.976 gallons / kGTM fuel efficiency**

Saved over approximately 42 million gallons of diesel fuel via Trip Optimizer technology, which has been deployed over CSX’s entire mainline network

Utilized **24 million gallons** of biodiesel blended fuel across our network

As such, CSX is reimagining a more sustainable railroad. For us, that means advancing technologies like hydrogen locomotives and biofuels, while maintaining a more sustainable option for delivering customers’ freight and addressing infrastructure needs with proactive resilience and foresight.

While the technologies, opportunities, and roadmap to a truly sustainable railroad continue to emerge, our intention is clear, and our commitment unwavering. We’ll continue to share progress through ongoing, transparent sustainability disclosures. The dual focus on innovating for the future while strengthening operations in the present is how we are moving forward responsibly and sustainably.

CSX Environmental Goals and 2024 Progress

GHG Emissions	
Goal	Continue working toward our science-based target to reduce GHG emissions intensity by 37.3% against a 2014 baseline.
Plan	Make network and operational improvements while investing in technologies that will help transform the railroad industry.
2024 Performance	Achieved 11.38% reduction of Scope 1 and 2 emissions intensity (metric tons CO ₂ eg/MGTM) since 2014.
	Scope 1 - absolute reduction by 1.25 million metric tons of CO ₂ since 2014; 22.7% reduction.
	Scope 2 - absolute reduction by 188,560 metric tons CO ₂ since 2014; 57.6% reduction.
Renewables	
Goal	Increase the company’s use of renewable energy to 50% of the Scope 2 footprint.
Plan	Develop a viable Scope 2 strategy to include partnerships, energy audits, energy efficiency retrofits and renewable energy.
2024 Performance	2024 RECS were purchased to cover energy usage.
Waste	
Goal	Reduce the amount of hazardous waste generated from ongoing operations by 30% and decrease the amount of ongoing operations waste disposed in a landfill to less than 10% of volume.
Plan	Re-evaluate our purchasing practices, provide training to project managers and utilize product recycling wherever possible; identify waste streams that can be reused or recycled and expand use of these alternative means of disposal.
2024 Performance	We continue to strive to reduce waste going to landfills and find opportunities for recycling and waste to energy opportunities.
	Hazardous waste from operations was reduced by approximately 20% in 2024 from 2023.
	Recycling of steel increased 60% over 2023, with over 200,000 tons of steel recycled in 2024.
	Nearly all used crossties are diverted for energy recovery, biochar, or beneficial reuse.
Sustainable Operations	
Goal	Expand efforts to engage our supply chain through evaluation of GHG quantification, ESG goals and evaluation of risks and opportunities by engaging our suppliers through CDP Supply Chain.
Plan	Partner with suppliers to create efficiencies and positively impact our business, our stakeholders, and the environment.
2024 Performance	Engaged over 190 key suppliers representing over 75% of total spend through the CDP Supply Chain program.

Our Climate Commitment

It is important that we maintain our environmental advantage as a company, both for our communities and planet and as a matter of good business strategy. The direction and future of our business are integrally linked to the risks and opportunities presented by climate change.

Our GHG emissions reduction goal targets a 37.3 percent reduction in GHG intensity by 2030, against a 2014 base year. Our target was validated by the Science Based Target initiative (SBTi) in 2020 in alignment with a well-below 2-degree target. Under this focus, we recognize we have the most control and greatest opportunity to drive direct change by reducing our Scope 1 and 2 emissions, which we measure in accordance with the GHG Protocol.

From 2014 through 2024, we have improved fuel efficiency by **14.2** percent, reducing emissions intensity by **11.38** percent towards the goal.

CSX’s climate strategy extends beyond fuel efficiency to include a focus on renewable energy adoption and increasing energy efficiency across our operations. This includes exploring renewable and resilient energy

Aligning Our Emissions Reduction to Our Science-based Target (% reduction)	
Year	Value
2014-2015	-0.9%
2015-2016	-3.7%
2016-2017	-0.5%
2017-2018	-2.2%
2018-2019	-3.9%
2019-2020	-3.4%
2020-2021	-2.1%
2021-2022	2.9%
2022-2023	1.8%
2023-2024	0.24%
2014-2024	-11.38%

GHG Emissions Intensity (Metric tons CO ₂ e per MGTM)	
Year	Value
2022	10.51
2023	10.70
2024	10.72

sources to power facilities, aligning with our goal to reduce Scope 2 emissions. Energy efficiency upgrades, such as retrofitting facilities with LED lighting and improving building systems, are integral to this effort as well, ensuring that CSX minimizes its environmental footprint beyond rail operations. For the full GHG inventory, please refer to the [2024 Sustainability Data Supplement](#) for this report.

Science-based Targets

In 2024, we renewed our commitment to the SBTi. Our 2025 submission included a new target to reduce absolute Scope 1, 2 and 3 emissions (Cat 3, Fuel, and energy-related activities) by 42 percent by 2034. This target aligns with the science-based 1.5°C scenario and demonstrates our commitment to integrating climate-related risks and opportunities into our business strategy. This target is currently under review by SBTi and, once approved, we will begin reporting progress towards it. For the purposes of this report, we are continuing to measure and share progress against the science-based target we set in 2019—the first of any U.S. freight railroad.

Learn more about CSX’s climate commitment and approach to managing climate-related risks in the [Climate Transition Plan](#).

Climate Transition Plan

In 2024, CSX conducted a Climate Risk Assessment to inform our [Climate Transition Plan \(CTP\)](#), which demonstrates our commitment to actions that help shift toward a low-carbon economy. We are proud to have published the executive summary of our inaugural CTP in 2025. This body of work marks a significant milestone in our commitment to environmental sustainability for long-term infrastructure resilience. In alignment with our commitment to sustainable business practices, this CTP lays the foundation for our proactive approach toward reducing emissions and embracing sustainable operations today and into the future.

To better understand the potential impacts of climate change on our business, we conducted a climate transition scenario analysis and physical risk scenario analysis. For more information on how we incorporate climate into our risk management strategy, as well as additional climate-related disclosures, please see the CTP, latest CDP Climate Change response, and the International Financial Reporting Standards (IFRS) S2 index in the [2024 Sustainability Data Supplement](#) to this report.

“At CSX, we recognize that building a more sustainable future for rail is a journey – one rooted in our railroad history but driven by innovation. We are committed to advancing solutions that balance environmental progress with the realities of our service infrastructure and the critical needs of our customers, especially in the face of increasing disruptions like natural disasters. While we may not have all the answers today, our intention is clear, and we are taking deliberate steps forward. This is not something we can do alone, as collaboration across our industry is essential. With the support of our partners, we’re making meaningful progress every day.”

Rebecca Hensley, Senior Manager of Sustainability



Locomotive Fleet Modernization

The CSX locomotive fleet and the use of diesel fuel currently accounts for approximately 75 percent of our greenhouse gas footprint. To achieve our carbon reduction targets, it will be necessary to implement a combination of strategies to reduce emissions across our fleet. There are three levers to improve fuel efficiency and reduce total emissions: 1) implement technology to improve energy efficiency, 2) increase low-carbon fuel usage in existing fleet, 3) change the fleet to low- or zero-emissions engines.

1. Enhancing Our Existing Fleet

Locomotives are long-lived assets—built to last 30 to 50 years—so we continuously seek ways to extend their value. Our current fleet options include combining technology improvements with engine rebuilds and repower programs. This ensures they run cleaner and more efficiently, delivering environmental and operational benefits for decades to come. Each technology enhancement helps to reduce energy load on the engines or reduce total fuel consumption. All of these solutions improve fuel efficiency and reduce air emissions.

CSX’s Locomotive Fleet			
Year	2022	2023	2024
Freight	3,194	3,160	3,129
Switching	237	234	210
Auxiliary	177	175	175
Total	3,608	3,569	3,514

Automatic Engine Stop-Start (AESS) Assist System: In 2024, the CSX Mechanical team developed technology enhancements for AESS systems which assist locomotives in shutting down. This results in fuel and cost savings, while also improving fuel efficiency and reduced emissions. The AESS enhancement also assists the battery during engine cranking, which we anticipate will help extended battery life. The enhancement, called the AESS assist system, was pilot tested on 10 engines and reduced idle engine hours by nearly 50 hours per month per locomotive engine.

Equipping the entire CSX fleet with this enhancement could help CSX save approximately 5 million gallons of fuel per year. The CSX mechanical team is working to install at least 96 engines by the end of 2025, with a focus on high horsepower units.

AESS Software Enhancement: In 2024, the CSX Mechanical team and Wabtec collaborated to enhance and implement AESS software to extend the acceptable engine down-time range without needing to idle. Decreasing idle time reduces fuel consumption and associated emissions.

Dual Air Compressor: Another innovation developed in 2024 by the CSX Mechanical team was a locomotive dual air compressor system. Air compressors are a critical locomotive component, necessary for generating and supplying compressed air to operate various systems, most notably the braking system. Historically, one 100 Hp air compressor is installed on every locomotive, which the team replaced with two 50 Hp units, reducing the required energy load on the engine and fuel consumption. CSX first installed the dual air compressor design on the new hydrogen fuel cell locomotive (CSX2101) and has further pilot tested this on an AC4400 locomotive. This approach not only extends the life of equipment, but also eliminates the need for oil, helping to decrease maintenance issues, material usage, and waste.

Trip Optimizer: CSX continues to realize fuel efficiency improvements with the Trip Optimizer utilization. This software works similarly to cruise control on a car, by automatically controlling locomotive throttle and brakes to lower fuel burn based on terrain and speed restrictions. Deployed over our entire mainline network, CSX leads the industry on Trip Optimizer implementation, saving approximately 42 million gallons of diesel in 2024 alone, equaling an average 1.4 gallons of fuel per auto mile saved.

Zero-to-Zero: CSX was the first railroad to test Wabtec’s Trip Optimizer Zero-to-Zero technology in 2020. This new feature expands the benefits of the Trip Optimizer tool by allowing trains to start from zero miles per hour and stop automatically using smart controls. We continue to work with the Federal Railroad Administration (FRA) to test and implement this technology and expect it to help us save an additional 4.9 million gallons of fuel per year.

Engine Rebuild & Repower Program: As part of the CSX general engine maintenance program, locomotive engines are scheduled for heavy maintenance and overhaul based on the service life of the engine. A full engine overhaul and rebuild is conducted approximately every 10 years, and an engine replacement or ‘repower’ at 20 years. Fuel efficiency and

emissions typically improve with each engine rebuild and repower event. This is a continuous process across the life of the locomotive. In 2024, CSX rebuilt or repowered approximately 200 engines and 250 more are planned for 2025. Extending the life of each locomotive continues the sustainable pathway of the modern freight industry: reduce total emissions.



- AC4400 Modernization Program:** To date, this program has rebuilt nearly 300 engines, opting to include an FDLA engine for fuel efficiency improvements. The project is looking to rebuild an additional 300 engines in the future.
- SD40 Repower:** SD-40 engines are repowered as Tier 4 ET23DCM locomotives in partnership with Wabtec. These rebuilds improve fuel efficiency by 20 percent and reduce lube oil use by 50 percent.
- SD-70 Locomotive Rebuild Program:** The 12-week SD-70 locomotive rebuild program enhances reliability and efficiency by overhauling engines and replacing key components. Over 120 locomotives have been rebuilt to-date through this program. Watch this [video](#) to see a rebuild in action.



2. Alter Fuel in Current Fleet

At CSX, we believe there is a significant carbon reduction opportunity with alternative low-carbon fuels and other technologies and tools. A breakdown of total energy consumed by fuel type in 2024 can be found in the [2024 Sustainability Data Supplement](#) to this report.

CSX’s strong culture of collaboration and commitment to sustainability is evidenced by our efforts with industry peers and locomotive OEMs through the testing and implementation of alternative fuels. In 2024, CSX consumed over 2.67 million gallons of biodiesel in multiple states like IL, OH, FL, and PA. We joined Clean Fuels Alliance to assist participation across all sides of the U.S. fuel market. CSX services the feedstock, fuel production, and fuel distribution of these low-carbon fuel markets. Our participation in this sector of the U.S. economy further supports our broader corporate and customer goals for emissions reductions.

CSX is accelerating clean fuel adoption by building strategic partnerships, aligning with federal funding, and engaging industry stakeholders. The company is addressing key challenges like pricing and availability by collaborating across the rail sector and exploring renewable options such as biodiesel and hydrogen. CSX’s past efforts, including locomotive upgrades and EPA compliance, reflect its long-standing commitment to environmental stewardship.

Biofuels offer a spectrum of advantages, including enhanced engine lubricity, improved emissions performance, and heightened safety due to its non-toxic and biodegradable nature. Partnering with Wabtec, we began a test program in 2022 of a 20 percent biodiesel fuel blend (“B20”) in 10 rebuilt FDL Advantage locomotives with new high-pressure common rail fuel systems. This testing helps us monitor engine maintenance and performance, as well as confirm regulatory emissions requirements.

Biofuels play a particularly important role in decarbonizing transport by providing a low-carbon solution for existing technologies. However, biofuel demand is far outpacing today’s supply, and significant partnership and investment are needed to help collectively scale and accelerate biofuel adoption. CSX remains committed to helping advance biofuels, including use within our own fleet, advocating for regulatory approval, engaging in industry partnerships, and responding to grant applications.

3. Low-Carbon & Zero-Emission Solutions

Not all the technologies needed to meet our long-term sustainability goals exist today. Advancing solutions like hydrogen and battery-powered locomotives will require a skilled, inventive generation of railroaders to turn possibility into progress. At CSX, we’re actively fostering that spirit of ingenuity—one that is already evident in the breakthroughs, achievements and collaboration demonstrated daily by our engineers, technicians, and industry partners.

- **Battery Electric Locomotives:** These are expected to reduce emissions by 1.53k tons of carbon dioxide and 71 tons of nitrogen oxides annually and reduce noise by around 70 percent. CSX is utilizing public funding opportunities and has secured federal grants to acquire three battery-electric, zero-emissions locomotives, which we plan to integrate into the Baltimore fleet. These are expected to be operational by 2026.
- **Hydrogen Fuel Cell Locomotives:** Hydrogen presents a promising alternative to fossil fuels, offering greater efficiency and zero emissions. Unlike traditional diesel engines, hydrogen-powered locomotives emit only water vapor. In partnership with CPKC, we are manufacturing hydrogen fuel cell locomotives in our Huntington, West Virginia locomotive shops and have three hydrogen fuel cell locomotives manufactured and in service as of May 2025.



Where Innovation Meets Rail: Huntington Shop Builds CSX's First Hydrogen Locomotive

Over 50 years of locomotive life reimagined to keep running for decades more to come.

CSX's Huntington Locomotive Shop is at the forefront of rail innovation, showcased through the unveiling of its first hydrogen fuel cell locomotive, CSXT 2100, developed in partnership with CPKC. Announced in June 2023 and revealed in 2024, the project centers on converting legacy diesel locomotives to clean hydrogen fuel cell technology. The team repurposed more than 50 percent of the original components, including the frame, cab, and traction motors from a 1972 GP38 model, originally delivered as B&O No. 4141, now operating as GP38H2 (with new technology).

This effort demonstrates CSX's commitment to environmental sustainability and operational efficiency, blending nearly 200 years of railroading history with cutting-edge clean energy solutions. Looking ahead, the Huntington shop plans to produce 20 hydrogen locomotives by 2026 — 10 for CSX and 10 for CPKC — helping lead the charge toward a lower-emissions rail future.



Huntington Spotlight: Meet the Team Engineering the Future of Rail

Where decades of expertise meet a drive for excellence and desire to design and strive for continuous improvement.

For over 100 years, the Huntington Locomotive Shop has been a hotbed for innovation and has built generations of locomotives with the support of generations of skilled CSX employees. These railroaders share the drive to continuously improve locomotive design through their craft. Today, this team is innovating our next generation of zero-emissions locomotive engines in the same building that coal-fired engines were built over a century ago.

The Huntington team was responsible for assembling the new locomotive while reusing as many parts as possible from the original locomotives, including the cab, frame, traction motors, and trucks. Their work is transforming an existing locomotive into the next-generation locomotive, further extending its lifespan.

One of the things that makes Huntington shop so effective is how the people work together. Demonstrating the strength of ONE CSX, the Huntington Heavy Repair Shop achieved a flawless AAR M-1003 audit in 2024 for the fourth consecutive year, earning full certification with zero exceptions. The AAR M-1003 certification is a rigorous industry standard for quality assurance in rail manufacturing and repair. Passing without a single exception underscores the shop's meticulous attention to detail and adherence to best practices, reinforcing CSX's dedication to operational excellence systemwide.

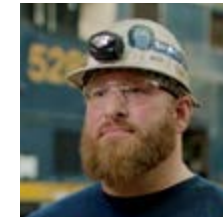
Mike Langhauser, CSX Plant Superintendent at Huntington Locomotive Shop and a CSX employee of nearly three decades, described the achievement as only possible through working as ONE CSX: *"This accomplishment is a testament to our safety culture and means we're following the rules, doing the job right, and putting out a quality product. From the machinists in the wheel shop to the electricians and the clerical employees who ensure we have the necessary materials, this achievement is truly a ONE CSX team effort."*

Spotlight on Select Huntington Railroaders

Our employees bring the necessary skills that are advancing collaboration through their craftsmanship, demonstrating CSX's commitment to sustainability and putting this promising new technology to the test. These specialized tradesmen and women build and maintain our fleet of nearly 3,600 engines. Our railroad is changing and moving forward with the ingenuity and grit of our ONE CSX workforce.



[Go behind-the-scenes with the Huntington team.](#)



"As a boilermaker here at the Huntington Locomotive Shop...we do all the welding and fabricating here. Since I walked into the shop on day one, I felt proud because the environment I was in and the people I worked with – the people in here are top-notch. Anything you can think of, we can build. You put it on paper, we'll bring it to life."

- Jason Maddy,
CSX Boilermaker at the Huntington Locomotive Shop (10 years at CSX)



"At the wheel shop, we produce wheels, and we produce traction motors. We reuse equipment, we do mooring and mounting. We're true machinists. The Huntington team takes pride in what we do. We keep the railroad running."

- Rusty Goins,
CSX Contract Supervisor at the Huntington Wheel Shop (22 years at CSX)



"My primary job responsibility here at the CSX Huntington Locomotive Shop is I bore the wheels for the locomotives... We go above and beyond to repair stuff that comes in here. We've got the best craftsmen on the Eastern seaboard. We can do it all."

- Lonnie Napier,
CSX Machinist at the Huntington Locomotive Shop (25 years at CSX)

DELIVERING SUSTAINABLE SOLUTIONS

Beyond optimizing our own operations, we are also piloting innovative technologies with the potential to significantly reduce emissions for our customers. By partnering with customers and industry peers, we aim to accelerate environmental improvements across the broader supply and value chains and help shape a more sustainable freight ecosystem.

2024 HIGHLIGHTS

CSX customers avoided over 10 million tons of carbon dioxide emissions, the equivalent of taking just over 2.3 million passenger vehicles off the road

Engaged over 190 key suppliers representing over 75% of total spend through the CDP Supply Chain program

Increased annual biodiesel consumption by 68% from 2023-2024, totaling 2.67M gallons of B100

Engaging Stakeholders to Scale Sustainability Throughout the Value Chain

CSX is dedicated to advancing sustainability across its supply chain and customer interactions to decarbonize our entire value chain. Recognizing the environmental benefits of rail over truck transportation, CSX has made it a priority to engage with both customers and suppliers

to drive emissions reductions, improve transparency, and support shared sustainability goals. Additionally, collaboration with industry peers remains critical to help develop and scale alternative fuel and propulsion technologies, including those noted above.

Suppliers

CSX engages 100 percent of Tier 1 suppliers defined by procurement spend to help ensure they are meeting our shared environmental, ethical and compliance standards. All suppliers are required to adhere to the CSX Code of Ethics, Human Rights Policy, and business conduct guidelines, which align with global principles, such as the UN Universal Declaration of Human Rights and the International Labour Organization standards.

CSX engages with suppliers to report their GHG emissions attributable to CSX operations. In 2024, CSX engaged with over 190 key suppliers representing over 75 percent of its total spend through the CDP Supply Chain program. Additionally, all contractors and suppliers working on CSX property are required to comply with ISNetworld (ISN), CSX's contractor safety and information management system); Federal Railroad Administration (FRA) training; and CSX-specific health, safety, and environmental requirements. These are detailed in the CSX Contractor Safety Program Manual which includes:

- Roles and Responsibilities of CSX's Contractors Safety Program
- CSX Contractor Safety processes
- Safety Training Qualification (TQ) requirements for Contractors' employees
- CSX Safe Way Rules and Operating Rules
- Contractor Accident and Injury reporting
- Contractor Risk Matrix — Task based
- CSX Environmental Expectations
- ISNetworld ("ISN") Information

Contractors that perform services with FRA or elevated safety risk tasks for CSX are required to subscribe to ISN. While these contractors are required to submit safety performance information to ISN, CSX does not publicly disclose these metrics given the short-term nature of the contractor's work.

CSX will continue to expand supplier engagement, working directly with our high carbon intensity suppliers will help us better quantify Scope 3 contributions and sustainable opportunities for collaboration.

Customers

CSX works with a wide variety of customers to develop custom shipping solutions to support their priorities for safety, service, and sustainability. Each customer seeks cost-effective, efficient services, and reduced emissions. As a key link in global supply chains, we play an important role in supporting their environmental and emissions goals.

We do this by providing customers with more low-carbon solutions and services, while continuously implementing innovative technologies to improve service and efficiency. For example, the enhanced [CSX Carbon Emissions Reduction Calculator](#) helps customers quantify fuel savings and make informed decisions about switching to rail. The free calculator uses a methodology based on modal shift and carbon emissions avoidance to help customers measure their environmental impact.

CSX's Annual Environmental Customer Excellence Awards

This award celebrates customers who achieve significant carbon reductions by converting freight from highway to rail. Winners are recognized for realizing the environmental benefits of rail transportation, with a typical CSX freight train replacing the load of 280 trucks while being three to four times more fuel-efficient.



DELIVERING A SUSTAINABLE FUTURE

CSX is committed to being a good neighbor, working to mitigate our environmental impact and improving quality of life in the communities we roll through. This means focusing on conserving natural resources and working to maintain our natural ecosystems as part of our value creation for customers and the communities where we operate. This also includes how we respond to natural disasters and their impact on our network – not just rebuilding what was lost, but rebuilding stronger by integrating resilience into our infrastructure and the surrounding landscape.

Nature & Biodiversity

Our rail network spans diverse landscapes and communities, creating both a responsibility and an opportunity to support the natural environment. At CSX, we’re working to enhance the land our network touches by supporting local biodiversity and strengthening ecosystems that benefit both the people and nature that call the land their home and habitat.

Water Management

Water plays a crucial role across our operations—from equipment cleaning to dust suppression in rail yards. Recognizing its importance, we actively pursue ways to use less, reuse more, and capture rainwater to support conservation. These efforts extend from field operations to our corporate facilities, reinforcing our commitment to responsible resource management.

Blue Ridge Subdivision Recovery & Restoration

The Blue Ridge restoration project marks a pivotal step toward greater climate resilience. In the wake of Hurricane Helene, approximately 60 miles of CSX railroad in Tennessee and North Carolina was severely affected by flooding and suffered extensive damage. This line moves 14 million gross tons of freight annually and is vital to families and businesses across the Southeast, making rapid restoration a priority.

Rather than simply rebuilding the original line, CSX is designing a stronger, more durable route that can better withstand extreme weather and natural disasters. This effort not only reinforces the line itself, but enhances the surrounding mountainous terrain and better delineates the railroad from the Nolichucky River helping to safeguard long-term operations.

“We can’t control when natural disasters happen, but we can control how we respond. When powerful hurricanes struck in 2024, our teams mobilized at lightning speed—not just to repair, but to rebuild and reinforce better than what was there before. For the engineering team, resilience begins at the foundation. We’re strengthening infrastructure in ways that may not be physically visible but make a real difference when and where it matters to address an urgent need, while minimizing service disruptions for our customers. It all comes back to our commitment to best serving the communities we operate across and our customers and how we come together as ONE CSX to problem-solve and deploy.”

Chad Anderson
Vice President of Engineering



Restoration Partners

Hurricane Helene washed out sections of track and railbed into the adjacent rivers all the way down to mountainous bedrock. Due to the challenging environment, some areas required full reconstruction, underscoring the complexity of rail recovery efforts and the need for close cross-industry collaboration.

To ensure rail infrastructure is recovered, where possible, and the railroad is restored in the safest and most environmentally responsible way, CSX is collaborating with the U.S. Army Corp of Engineers (Nashville and Wilmington districts), USDA Forest Service, U.S. Fish & Wildlife, Tennessee Department of Environment and Conservation (TDEC), and the North Carolina Division of Water Resources (NC DWR), as well as other state and federal agencies. The railroad and river recreation are economic drivers within the region, so CSX has maintained constant communication with community members, helping to reinforce CSX’s partnership within the surrounding communities.

Rebuilding Responsibly

After removing track materials including rail, crossties, bridge spans, roadbed fill material, and other equipment from the Nolichucky and North Toe rivers, some of the salvaged material has been recycled for use in the reconstruction. The Poplar Bridge was almost completely washed out during the flood. CSX recovered all of the original spans and is reusing four of them in the new reconstruction. CSX has recycled the recovered rail and is reusing it as edge pilings to form a protective ‘wall’ and, to reduce the impact of future floods, the hydraulic and drainage systems have been redesigned to manage water more effectively.

Please visit the [Blue Ridge Subdivision Recovery](#) section of our website for ongoing updates about the project.

Advancing Circularity

CSX is committed to minimizing waste generation and maximizing **the great five R's of circularity**: reducing, reusing, repairing, refurbishing, and recycling. While the majority of our waste comes from locomotive and equipment maintenance, we continuously look for opportunities across our facilities and with partners to put the reuse mentality into action.

Materials CSX Recycles				
Material	Unit of Measurement	2022	2023	2024
Used Oil	Million Gallons	1.05	1.61	1.4
Batteries	Short Tons	259	261	193
Steel	Short Tons	109,846	124,765	200,086
Crossties	Millions	2.38	2.00	2.38
Asphalt	Short Tons	102,290	119,257	139,554
Concrete	Short Tons	43,117	7,304	6,601

Repurposing Crossties

Crossties are critical for structural integrity and functionality of rail operations and are routinely inspected and replaced. CSX has multiple pathways to ensure crossties are repurposed or recycled:

- Since launching our crosstie recovery program in 2023, we have helped transfer over 82,000 crossties for reuse in local communities across our network.
- In Hamlet, North Carolina, CSX is partnered with International Tie Disposal to transform used crossties into biochar, a carbon-rich material that supports soil health and sequesters carbon. This innovative reuse process now converts roughly 5,000 ties each week, turning rail waste into a resource for environmental benefit.
- CSX also transports approximately 75 percent of the used crossties to third party vendors who repurpose a portion of the ties for other uses and the remaining ties are used for energy recovery.



STEWARDSHIP



STEWARDING RESPONSIBLE BUSINESS

Within our *Service with Purpose* approach to sustainability and social impact, a core pillar is focused on stewarding a responsible business that sets the foundation for value creation from the inside-out to benefit stakeholders and society.

Corporate Governance

At CSX, effective governance is central to reducing risk, protecting shareholder interests, and driving sustained growth and success. Throughout 2024, the company upheld its strong commitment to governance principles, ensuring the highest standards of transparency, accountability, and ethical leadership.

Our Board of Directors and executive team—more information on which can be found in our [2025 Proxy Statement](#)—hold ultimate responsibility for developing and communicating CSX’s vision and purpose; overseeing the implementation of sound governance practices; upholding Company policies, codes, procedures, and values; and overseeing ongoing monitoring of and adherence to existing and emerging laws and regulations. Key principles of our comprehensive governance program include:

- Annual director elections and evaluation of Board and committee performance
- Majority voting standard for election of directors and director resignation policy
- Qualification guidelines for director candidates and review of each director’s performance and continuing qualifications for Board membership
- Independent Chair of the Board
- Solely independent directors across the Audit, Compensation & Talent Management, and Governance & Sustainability Committees
- Regular executive sessions of independent directors
- Board access to independent advisors
- Stock ownership guidelines for directors and officers
- Meaningful limitations on directors’ service on other public company boards
- Regular succession planning and effective leadership transitions at the CEO and executive management levels

- No “poison pill” (shareholder right plan)
- Proxy access for director candidates nominated by shareholders reflecting standard market practices
- Shareholder rights to call special meetings
- Policy against hedging and pledging of CSX common stock
- Pay-for-performance alignment
- Robust shareholder outreach and engagement program

Board of Directors Composition

As of May 7, 2025, CSX’s Board is comprised of 12 individuals, each with a unique range of experience and expertise in being current or former senior executives at large and complex organizations, corporate governance, railroad regulations and operations, and the transportation industry, financial markets and reporting, human capital, risk management, and sustainability matters.

We believe that this broad representation is necessary, as each Board member is expected to be able to assess and evaluate the company in the face of changing conditions in the economy, regulatory environment, and customer expectations. See our [2025 Proxy Statement, pp. 21 – 22](#), for our Directors’ key skills and experiences. Notably, skills and experiences that have been enhanced in the past five years include: transportation industry/supply chain management; sustainability; technology/cybersecurity; government/regulated industries; and human capital management.

Board Committees

There are five standing committees of the Board and examples of key material oversight responsibilities:

Audit Committee: Oversight of CSX’s internal audit department and ERM program. The Committee reviews CSX’s financial statements and monitors internal controls over financial reporting; reviews information security risk, mitigation strategies and overall resiliency of the CSX’s technology infrastructure; and maintains

procedures for receiving, retaining and treating complaints regarding company accounting, and auditing matters.

Compensation & Talent Management Committee: Oversight of executive compensation and the talent management philosophy, strategy, and design at CSX related to workforce and human capital management; recruiting and retention; career development and progression; workplace environment and culture; and organizational engagement and effectiveness. The Committee regularly reviews and approves incentive plan structure; executive talent and leadership development; and goals and objectives relevant to CEO compensation as well as the CEO’s performance against these goals.

Executive Committee: The Executive Committee meets for the purpose of acting on behalf of the full Board between regularly scheduled meetings of the Board, when time is of the essence.

Finance Committee: Oversight and review of financial matters affecting the Company including capital structure, cash flows, and key financial ratios. Responsible for reviewing CSX’s assets and liabilities; policies related to distributions to shareholders; and issuance of debt securities or other financing forms.

Governance & Sustainability Committee: Oversight of governance-related matters like identifying individuals qualified to become Board members and recommending candidates for election to the Board and appointment to its committees, evaluating the performance and effectiveness of the Board, and developing, reviewing, and recommending changes to governance guidelines, policies, and procedures.

Charters detailing the scope of oversight and responsibilities of CSX’s five standing committees can be found on our website. Additional information about our Board of Directors and committee oversight can be found in our [2025 Proxy Statement](#). Of note, while the Audit Committee has primary responsibility for risk oversight—as outlined in its charter—the full Board and all committees play significant roles in carrying out the function.

Board of Directors & Committee Oversight

CSX’s Board of Directors influences the company’s long-term strategy for monitoring and mitigating risks and, through its committees, oversees the company’s performance against ESG and sustainability goals.

Enterprise Risk Management (ERM)

The Company’s ERM program includes activities related to the prevention, monitoring, measurement, reporting, and management of enterprise-level risks.

CSX can only execute its strategy if it can physically operate the railroad reliably and resiliently, maintain technology systems that resist cyber threats, continue to access public equity and credit markets, and comply with applicable laws and regulations. As such, the CSX risk universe is currently divided into the following broad risk categories: Operations; Technology; Finance; and Compliance/Regulatory.

Within the program, each core risk is aligned with a “Risk Leader,” who is responsible for managing, monitoring, and measuring that risk. Each Risk Leader reports to a member of the Executive Risk Committee (comprised of the Executive Vice President and Chief Operating Officer, the Executive Vice President and Chief Digital & Technology Officer, the Executive Vice President and Chief Financial Officer, and the Senior Vice President and Chief Legal Officer), with a separate annual ERM report-out to the CEO. The ERM team also reports annually to the Audit Committee, and reviews certain ERM risks with such committee or the Board throughout the year.

Our physical and transition scenario analysis has informed our perspective on the risks and opportunities that will impact our business strategy, shape our operations, and influence our financial planning. We are integrating this assessment’s results by mapping climate-related risks with our enterprise-level ERM program and long-term climate-related risks with Risk Leaders. Our company needs to be prepared for the potential impacts of a nationwide transportation decarbonization policy on our operations; our climate risk assessment has identified numerous existing mitigating factors that will lessen the

degree of these impacts. Through proactive mitigation strategies and enhanced integration of climate-related risks and opportunities into our corporate strategy, CSX could reduce losses and capitalize on the opportunities stemming from the transition to a low-carbon economy. As our company becomes better prepared and the low-carbon economy matures over time, we will evaluate the financial viability of more ambitious climate goals as well as and the capital investments required to uphold our commitment to reduce our climate impact. For more information, please see our [Climate Transition Plan](#).

ESG/Sustainability Oversight

Our Board of Directors, through its committees, as reflected in the committee charters, oversees the company’s sustainability strategies and initiatives and receives and responds to regular updates on priority ESG goals. As appropriate, management provides updates to the full Board on progress.

To strengthen our board’s ESG expertise, CSX directors proactively engage in opportunities to stay informed on the changing industry, societal, and regulatory landscapes, stakeholder expectations, and ESG issues. Sustainability is recognized as one of our Board’s key skills and experiences and is considered in Board composition discussions.

CSX’s Vice President of Stakeholder Engagement and Sustainability has primary responsibility for working with the leadership team on Company strategy around sustainability. This includes collaborating with the senior leaders to leverage individual successes in various areas of the business with increased focus and alignment of work to further support our strategy and sustainability progress. Our cross-functional team is supporting these efforts by setting strategy, managing and coordinating day-to-day activities, measuring and monitoring progress against key performance indicators, and reviewing and applying stakeholder feedback and insights.

Please see ERM Framework and Oversight in [2025 Proxy Statement](#) and Climate-related Risk Governance in Climate Transition Plan for governance and oversight details.



Board Education & Engagement

Developing and maintaining a comprehensive understanding of the company’s business, as well as the rail industry in general, is crucial to the Board’s decision-making responsibilities. To cultivate well-informed directors, the Board is provided various opportunities to broaden its knowledge. Examples include:

- **Director Onboarding:** New directors receive in-depth, one-on-one orientation sessions with senior management and other management with expertise in specific areas. These often include site visits to locations important to the company’s operations.
- **Access to Management:** Senior management maintains regular, ongoing contact with the Board and makes themselves available for discussions outside of Board and committee meetings. Examples include annual Board strategy sessions, site visits, train trips, and other venues.
- **Shareholder Engagement:** With the support of management, members of the Board, including the Chairs of the Governance and Sustainability and the Compensation and Talent Management Committees, regularly participate in shareholder engagement meetings.
- **CEO Briefings:** The CEO meets in executive session with the Board at the beginning of every meeting to brief the Board on significant new and ongoing matters that impact the company. In those months when a Board meeting is not held, the CEO regularly communicates with the Board to provide information necessary for the Board to fulfill its oversight responsibilities.
- **Continuing Education:** CSX encourages directors to periodically attend external director education programs. In-house programs are also offered. Additionally, the company maintains memberships with organizations that provide regular publications and virtual and in-person learning opportunities.

- **Site Visits:** In 2024, the Board held its October meeting in Savannah, Georgia. During the meeting, directors were given a tour of the company’s operations at the Port of Savannah and joined a train trip through the Savannah area.

“Success comes from genuine collaboration, always keeping CSX’s long-term vision at the forefront. As a Board, strong governance and responsible stewardship are at the core of how we earn trust, manage risk and drive long-term performance. Through active oversight of sustainability efforts, succession planning, and stakeholder engagement, we aim to guide CSX with transparency, accountability and a clear strategy for growth with purpose. We’re encouraged by the momentum we’re seeing and remain committed to supporting CSX’s continued, measurable progress.”

Linda H. Riefler, Board Chair of the Governance and Sustainability Committee



Directors also participate in company initiatives, such as civic events, philanthropic engagements, projects to support our social and community impact efforts, and BRG events to connect with our employees. For example, in 2024, all women Board members led a panel and networked with employees during our new Women’s Leadership Development Program.



STEWARDING ETHICAL OPERATIONS

Stewarding ethical operations is how we maintain our license to operate—starting with accountable leadership and carried forward by every employee.

2024 HIGHLIGHTS

91% of the CSX information security team has industry-recognized cybersecurity certification

100% completion of ethics training by management employees

100% of all management employees completed cybersecurity training

Implementation of **92%** of TSA-mandated security controls

Ethics & Compliance

All CSX employees, subsidiaries, Board members, and business partners are expected to act with the highest standards of personal integrity, consistent with the ethical behaviors outlined in the [CSX Code of Ethics](#).

975 reports were made to the 24/7 Ethics Helpline; upon further review, we found 64 fraud-related investigations of the Code in 2024.

We provide robust annual ethics training, which focuses on applying the Code in daily interactions. This training is mandatory for all management employees and highly recommended for all employees, including union employees, part-time employees, and contractors.

Since 2022, we have published a bi-annual series of ethics-related employee communications, including reminders on how employees can report concerns and ask conduct-related questions. Employees are encouraged to anonymously report any suspected violations of the CSX Code of Ethics or other ethical concerns to the 24/7 CSX Ethics Helpline, which is operated by an independent service. CSX strictly prohibits retaliation against anyone who makes a good faith report about a known or suspected violation of our code.

Human Rights

CSX is committed to operating its business in a manner consistent with international human rights principles, including those outlined in the United Nations Universal Declaration of Human Rights and Global Compact and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work. Our [Human Rights Policy](#) further outlines our commitments and efforts to uphold human rights across our operations, businesses, communities, and supply chains.

Preventing Human Trafficking

As a signatory to the U.S. Department of Transportation’s “Transportation Leaders Against Human Trafficking Pledge,” CSX is committed to raising awareness and fostering collaboration across the transportation and travel industries.

In July 2024, the CSX Police were dispatched in Philadelphia to investigate a juvenile trespasser on CSX property who was later determined to be a victim of a human trafficking situation. CSX Special Agents successfully intervened, ultimately rescuing the juvenile and providing her with the necessary support and resources to begin her journey to recovery.

Their swift response, grounded in CSX protocols, underscored the importance of collaboration with local authorities and other organizations to bring about a successful resolution.

Recognizing their exemplary efforts, CSX honored the Special Agents with an award for employing Recognize, Record, and Report human trafficking protocols, highlighting the significance of appropriate law enforcement procedures in addressing human trafficking.

“Our core function is protection and to help people. We were very proud that we were able to help this girl in this unfortunate circumstance.”

Special Agent Dave McCann



Cyber & Information Security

The Audit Committee oversees cybersecurity risk, mitigation strategies, and the overall resiliency of our technology infrastructure. Such risk is managed as part of the company’s overall risk management and business continuity processes. Our security framework is broadly integrated across the organization. In addition, our actions are guided by our Information Management Policy and Information Security and [Privacy Policy](#).

Monitoring & Responding to Cyber Vulnerabilities

We monitor, prioritize and manage cyber risks from their origin until they are successfully remediated. Performance is assessed through “Technology Scorecards,” highlighting key metrics, such as response time and speed in addressing events or mitigating risks.

Our security infrastructure is regularly tested to assess and enhance our detection and prevention capabilities. Additionally, third-party external assessments are utilized to evaluate the effectiveness of our security engineering efforts.

In accordance with the TSA Rail Cybersecurity Mitigation Actions and Testing directive, which mandates robust security measures for critical cyber systems, our Technology team has taken proactive measures to identify and inventory our critical cyber systems in alignment with TSA guidelines. In 2023, we developed and submitted a Cybersecurity Implementation Plan, which received approval from the TSA. Currently, we have successfully implemented 92 percent of TSA-mandated security controls and remain on track to submit a complete Cybersecurity Assessment Plan by the end of 2025, demonstrating our commitment to go beyond compliance to safeguard our cybersecurity.

In 2024, we conducted a cybersecurity tabletop exercise with Wabtec to evaluate the effectiveness of product security response during a simulated critical incident involving a widely used third-party software component. The exercise encompassed a cyber threat briefing, scenario analysis, and a lessons-learned session to assess strengths and areas for improvement.

CSX takes the protection of our customer data seriously and performs routine security assessments of key third-party vendors to preemptively detect, anticipate, prevent and/or react to cyber incidents quickly. We value the assistance of security researchers and the security community and encourage responsible disclosure of vulnerabilities to ensure the security and privacy of all users. Identified vulnerabilities are submitted through the form provided per CSX’s Responsible Disclosure Policy.

In 2024, we updated the CSX Artificial Intelligence (AI) Policy to reaffirm the organization’s commitment to leveraging AI responsibly while safeguarding the security and confidentiality of our data and communications. The updates reflect the changing AI landscape and provide clearer guidance on the acceptable use of AI tools within the CSX environment.



STEWARDED STAKEHOLDER TRUST

As part of our sustainability activities and wider business interactions throughout the year, we engage in various ways with a wide range of stakeholders on topics of interest or concern to them. This helps us better understand evolving trends and enable strategic decision-making to deliver shareholder value.

Shareholder Engagement

The Board believes engagement with shareholders provides an invaluable opportunity to understand shareholder perspectives and gain insights into the topics most important to shareholders. With the support of management, members of the Board, including the Chairs of the Governance and Sustainability and the Compensation and Talent Management Committees, regularly participate in shareholder engagement meetings with representatives from many of our institutional shareholders and periodically with proxy advisory firms to discuss CSX’s business strategy, corporate governance practices, executive compensation, and sustainability matters that are in the best interests of our broad shareholder base.

In addition to our consistent and structured shareholder outreach and engagement efforts, CSX also engages with shareholders and other interested parties by participating in industry and investment community conferences, investor road shows, and analyst meetings. In 2024, CSX hosted meetings with more than 250 unique investment firms, representing over \$37 trillion of assets under management.

In recent years, the Company has expanded its international outreach, connecting with investors in Europe, Latin America, Asia, and Australia. Comprehensive detail on our 2024-2025 shareholder outreach and engagement efforts and our policies and practices is provided on page 50 of our [2025 Proxy Statement](#).

Public Policy & Advocacy

CSX operates within a highly regulated environment. Our dedication to proactive policy engagement with officials at federal, state, and local levels enables us to gain valuable insights and opportunities to influence regulatory matters, champion important legislation, and convey the benefits of rail transportation.

CEO Engagement on Capitol Hill

In 2024, CSX’s CEO, Joe Hinrichs, participated in meetings to engage with our leaders in Congress and the Administration on issues with the economy, trade, regulations, rail safety, tax and other matters and to share updates on the company’s progress the ONE CSX team has been making on safety, customer service, culture, union negotiations, and growth.

Senior Executive Meetings with DC Business Associations

In 2024, CSX’s SVP Network Operations, Casey Albright joined a CSX team in quarterly meetings in Washington with various D.C.-based business associations that represent key CSX customers. The CSX team actively engaged with these groups providing updates on CSX operations, insight into ongoing projects, responding to questions, and building a better relationship.

CSX Engagement with FRA Public Projects Team

In 2024, CSX hosted FRA in Jacksonville on both proposed freight and passenger rail projects. This provided FRA with the option to learn more about specific projects, CSX to provide updates on projects underway, and for discussions on FRA’s Passenger Rail Corridor Identification Development discussions. A few of the regularly discussed projects involved:

- Howard Street Tunnel and 22 Double stack projects in Maryland, Pennsylvania, and Delaware
- Amtrak Gulf Coast Service from New Orleans to Mobile
- CSX Blue Ridge Subdivision Recovery Project in North Carolina and Tennessee
- Transforming Virginia and S-Line projects in Virginia and North Carolina

Congressional Black Caucus

CSX employees made an impact at the Congressional Black Caucus’ 53rd Annual Legislative Conference in Washington, D.C., in 2024. During the conference, our team took part in meetings to promote career opportunities at CSX and share the company’s perspective on important rail-related policies.

Railroad Day 2024 on the Hill

More than 20 CSX employees gathered in Washington, D.C., in May 2024 to meet with Congress to discuss various political issues from their unique experiences in operations, real estate, HR, signals, technology, mechanical, and other company departments. Discussions focused on the safety, environmental, and economic benefits of railroading in transporting the nation’s freight. Watch the video here.

“There are a lot of discussions happening on all levels of government about the rail industry and its impact on communities and the future of the railroad. It’s important we tell our story and communicate with those who will be making decisions that directly affect our industry and CSX going forward.”

John Dillard, CSX Director of State Relations





Thank you for your interest in CSX’s 2024 Sustainability Report. For ongoing updates on our progress and performance, please follow CSX on [LinkedIn](#).

For additional details on our policies, governance and supplements data, please see the following resources and our [2024 Sustainability Data Supplement](#) which includes our GRI, SASB and IFRS disclosures and indices.

General Disclosures

- [2024 CDP Submittal](#)
- [Climate Transition Plan](#)
- [CSX Investor Relations Website](#)
- [ESG Reporting Downloads](#)

Policies

- [Environmental Statement](#)
- [Code of Ethics](#)
- [CSX Responsible Disclosure Policy](#)
- [Human Rights Policy](#)
- [EEO Policy](#)
- [Accessible Canada Act \(ACA\)](#)
- [ADA Policy](#)
- [Privacy Policy](#)
- [2025 CSX Contractor Safety Program Manual](#)
- [Supplier Relationship Guide](#)
- [Diverse Supplier Procurement Policy](#)

We welcome feedback on this report. Questions or requests for additional information can be directed to sustainability@csx.com.

CSX