CSX Corporation 2025 Annual Meeting of Shareholders

Questions and Answers

CSX encourages shareholder participation and promotes transparency in the virtual Annual Meeting. Below are the questions we received for the 2025 Annual Meeting held on May 7, 2025, either in advance of the meeting or during the Q&A session at the meeting, as well as our responses, including for those questions that we were unable to cover during the meeting. In cases where we received multiple questions on the same topic, we have consolidated those questions and provided a summary response. We have not included commentary and have made edits for clarity, corrected typos, removed inappropriate language or language that otherwise violates our published meeting rules of conduct, and removed names of individual shareholders. All statements were made as of the date of the 2025 Annual Meeting, and any forward-looking statements in our responses reflect management's views as of such date. CSX undertakes no obligation to update or revise any forward-looking statements, even if they are no longer accurate. Forward-looking statements are subject to a number of risks and uncertainties, and actual performance or results could differ materially from that anticipated by any forward-looking statements. Important assumptions and factors that could cause actual results to differ materially from those in the forward-looking statements are specified in the Company's SEC reports, accessible on the SEC's website at www.sec.gov and the Company's website at www.csx.com.

1. ***Can we get an update on how the Howard Street Tunnel and Blue Ridge subdivision projects are advancing?***

   Response from Joseph R. Hinrichs, President and Chief Executive Officer, shared during the Annual Meeting on May 7, 2025:

   Mike Cory and our entire engineering team are working hard on the Howard Street Tunnel. We're about a quarter of the way through with installing the new track and all the new drainage systems going in that. That project is on schedule, and we still expect it to be completed in the fourth quarter of this year. On the Blue Ridge subdivision rebuild, we're also on schedule to be completed in the fourth quarter of this year. Exciting opportunities coming up shortly where we're rebuilding the eight miles of track bed that were washed away. We've been working on both sides to build up and we're almost to the point where we can actually reach from both sides and meet in the middle. So, a lot of good progress being made we're very excited about. Both of these projects will help modernize our railroad, offer up all kinds of new opportunities, but they're on schedule to be introduced and opened up back in the fourth quarter this year.

2. ***Can you provide an update on labor negotiations? Where does CSX stand with percentage of workforce covered under new ratified agreements?***

   Response from Joseph R. Hinrichs, President and Chief Executive Officer, shared during the Annual Meeting on May 7, 2025:

   We now are up to 54%, with BRS and IBB also coming into agreements ratified last week. So now, all we have left are BLET and SMART-TD, which are our engineers and conductors. Those conversations are going well. I'm encouraged by the progress we're making and look forward to reaching a resolution with those as well. So, we have 14 of the 16 major contracts done and two more to go.

3. ***Has the ongoing trade actions by the current administration impacted industrial development projects on the Company's network in any way?***

Response from Joseph R. Hinrichs, President and Chief Executive Officer, shared during the Annual Meeting on May 7, 2025:

We're actually very encouraged by what we're seeing in our industrial development project programs. Kevin Boone, Christina Bottomley and the team are working really hard. When we talked in November at our Investor Day we had about 500 projects on our network. We're now up to around 600. So that's really encouraging. We're seeing increased activity. We're not necessarily seeing in the near term a big effect from any kind of tariff discussions, but we are anticipating that they will lead to even further projects. We're excited about that opportunity and also included in that is, you know, some of the tax discussions going on. Regarding what's going to happen in Congress, because if we in fact get some type of incentives to help, again, encourage production in the US, manufacturing in the US, we think that'll help stimulate even more activity. So, we're very encouraged by what we're seeing. There's been a significant increase in projects recently and there may be more to come given where we're going with tariffs and some tax policies.

4. ***Can you provide an update on the investments made on the MBNR and the new interchange with CPKC? Are you expecting that to deliver growth for the Company?***

Response from Joseph R. Hinrichs, President and Chief Executive Officer, shared during the Annual Meeting on May 7, 2025:

We're very encouraged by the MNBR and the opportunity with CPKC. We're running one train a day right now. I'm hoping to go to two trains here pretty soon. Obviously with some of the activities going on between Mexico and the U.S., that's had a little bit of an impact on some of the trade that is happening right now, but we see it as a tremendous growth opportunity. It's our first new interchange point with the Western railroads in decades. Very exciting opportunity for us to be able to access that Texas market and the Mexico market into the Southeast where we think we have industry leading access and service and a really exciting opportunity to again partner with CPKC to make that happen. So more to come on that, but we're very excited about that for the future.

QUESTIONS WE WERE NOT ABLE TO ADDRESS DURING THE ANNUAL MEETING.

5. ***Why has CSX not changed auditors given E&Y has filled the role for almost 45 years, and does the lead partner change?*** The Audit Committee engages in a comprehensive annual evaluation of the independent auditor's qualifications, performance and independence, and believes that the continued retention of the company's independent auditor is in the best interests of CSX and its shareholders. This process includes the review of the lead partner of the independent auditor. The lead partner is required by law to change every five years.

6. ***The calculation of the CEO Compensation Actually Paid total in the Pay Versus Performance Table for the past several years can dramatically differ from the CEO Total Compensation amount in the Summary Compensation Table. Does the Compensation Committee use the Compensation Actually Paid total compensation figure in setting the CEO target total compensation award amount for the upcoming year.***

This figure is just one data point that the Compensation and Talent Management Committee considers.

7. ***We received a few questions regarding the impact of tariffs on the Company.***

Joseph R. Hinrichs, President and Chief Executive Officer, shared the following on CNBC in April 2025, before the Annual Meeting on May 7, 2025:

Morgan Brennan: I realize this is an evolving situation with trade policy. And we keep hearing the term economic uncertainty over and over again. That being said, do you think this is going to spur more manufacturing here in the US? And if so, what is that going to mean for CSX?

Joe Hinrichs, CEO, CSX: Well, uncertainty definitely is the word of the earnings seasons. But I can tell you that in the first quarter we saw a significant increase in activity in industrial development project work with potential customers. We had 500 projects in the pipeline starting January. Now we have over 600. So we had 100 increase just in the first quarter alone. So we are seeing increased activity that clearly has to be being impacted by the future. Look at what happens with tariffs. That's encouraging for our network because we're in the Midwest, the southeast where a lot of this activity happens. We are seeing signs of that. At the same time, we're obviously watching very carefully what's happening in the near term as this 90 day period unfolds, what's really going to happen with tariffs. And I think we're all anxious to see that.