

2025 FOURTH QUARTER CONFERENCE CALL



1.22.2026





Forward Looking Disclosure

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

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

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



Non-GAAP Measures Disclosure

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

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

OPENING COMMENTS

Steve Angel

President and Chief Executive Officer



OPERATIONS REVIEW

Mike Cory

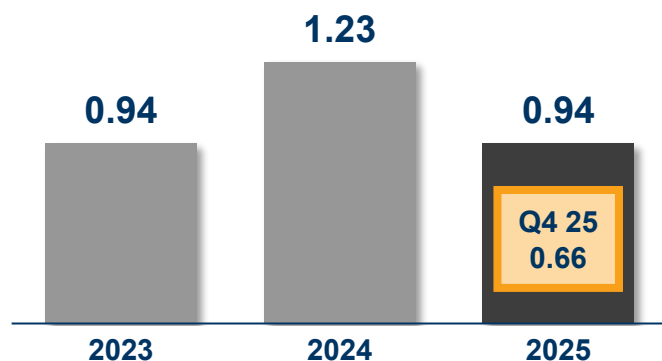
Executive Vice President and Chief Operating Officer



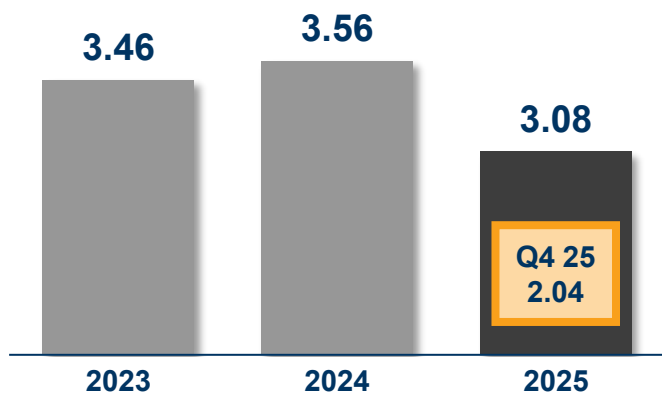


Safety and Operational Highlights

FRA Personal Injury Frequency Index



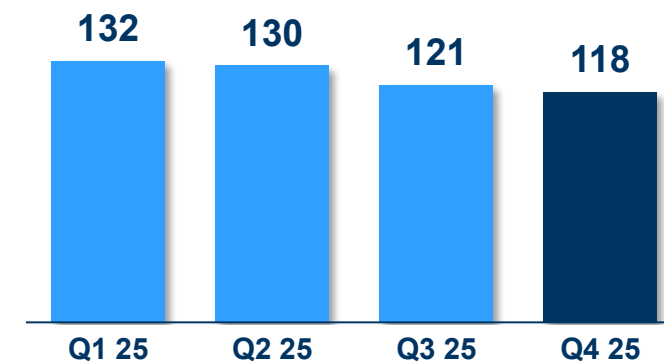
FRA Train Accident Rate



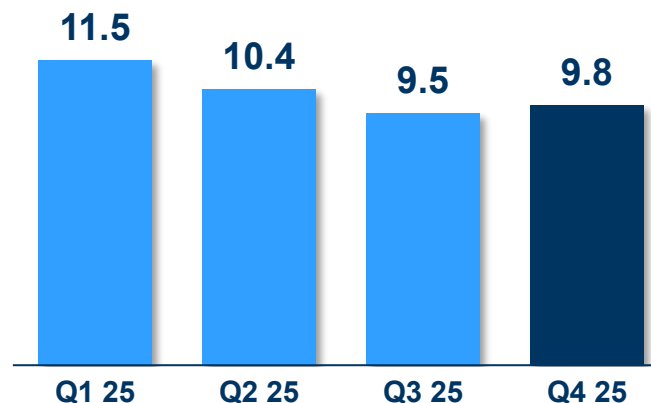
Velocity (MPH)



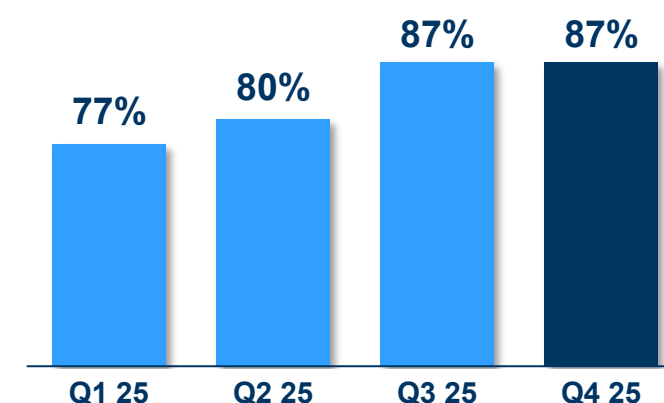
Cars Online ('000)



Dwell (Hours)



Trip Plan Compliance



FINANCIAL REVIEW

Kevin Boone

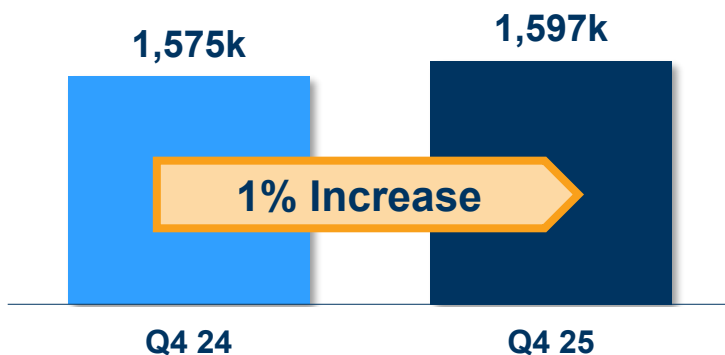
Executive Vice President and Chief Financial Officer



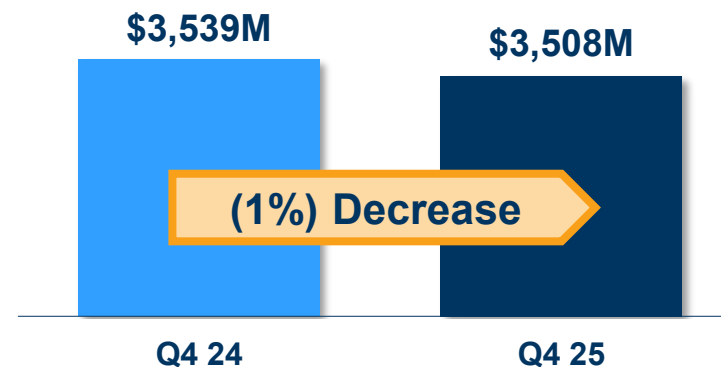


Fourth Quarter Earnings Highlights

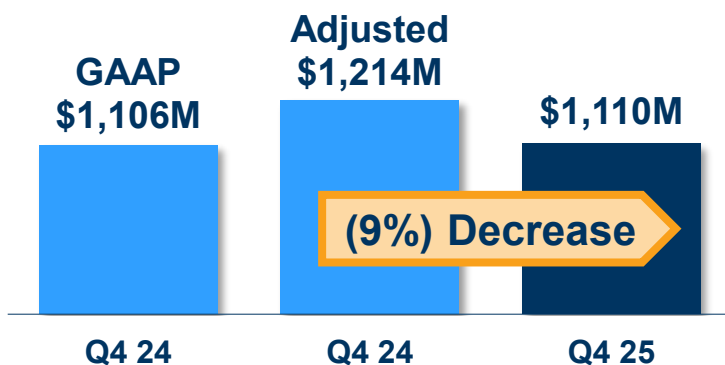
Total Volume



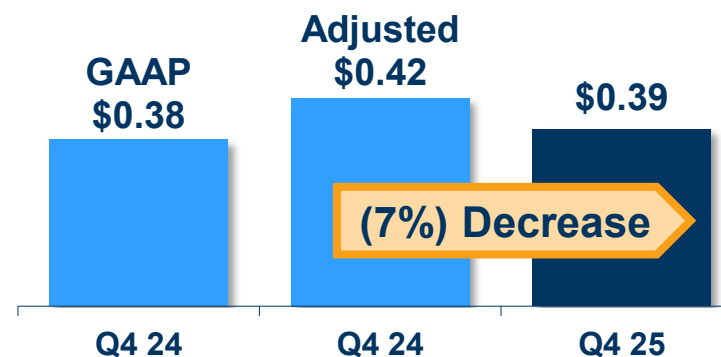
Total Revenue



Operating Income*



Earnings Per Share*



* See Appendix for Non-GAAP reconciliation



Fourth Quarter & Full Year Earnings Summary

| GAAP Income Statement | \$M, except per share amounts Favorable / (Unfavorable) | Q4 2025 | Q4 2024 | Variance | FY 2025 | FY 2024 | Variance |
|-----------------------|--|---------------|---------------|---------------|----------------|----------------|------------------|
| | Volume (K) | 1,597 | 1,575 | 1% | 6,307 | 6,277 | - % |
| | Revenue | \$3,508 | \$3,539 | (1%) | \$14,092 | \$14,540 | (3%) |
| | Expense | 2,398 | 2,433 | 1% | 9,571 | \$9,295 | (3%) |
| | Operating Income | 1,110 | 1,106 | - | 4,521 | 5,245 | (14%) |
| | Operating Margin | 31.6% | 31.3% | 30 bps | 32.1% | 36.1% | (400 bps) |
| | Interest Expense & Other Income – Net | (190) | (170) | (12%) | (752) | (690) | (9%) |
| | Income Tax Expense | (200) | (203) | 1% | (880) | (1,085) | 19% |
| | Net Earnings | \$720 | \$733 | (2%) | \$2,889 | \$3,470 | (17%) |
| | Earnings Per Share | \$0.39 | \$0.38 | 3% | \$1.54 | \$1.79 | (14%) |

| Adj. Operating Results (non-GAAP)* | | Q4 2025 (same as GAAP) | Q4 2024 | Variance | FY 2025 | FY 2024 | Variance |
|---------------------------------------|-------------------------|---------------------------|---------|-----------|---------|---------|-----------|
| | Adj. Expense | 2,398 | 2,325 | (3%) | 9,407 | 9,187 | (2%) |
| | Adj. Operating Income | 1,110 | 1,214 | (9%) | 4,685 | 5,353 | (12%) |
| | Adj. Operating Margin | 31.6% | 34.3% | (270 bps) | 33.2% | 36.8% | (360 bps) |
| | Adj. Net Earnings | 720 | 815 | (12%) | 3,013 | 3,552 | (15%) |
| | Adj. Earnings Per Share | \$0.39 | \$0.42 | (7%) | \$1.61 | \$1.83 | (12%) |

* Adjusted figures exclude goodwill impairment charges of \$108M from Q4 and full year 2024, and \$164M from full year 2025; see appendix for non-GAAP reconciliation.

SALES & MARKETING REVIEW

Maryclare Kenney

Senior Vice President and Chief Commercial Officer





Fourth Quarter Volume and Revenue Performance

Q4 2025 Volume up 1%, Total Revenue down (1%), RPU down (2%)

| Q4 2025 vs. Q4 2024 | Volume (‘000 Units) | Revenue (\$M) | Revenue Per Unit (\$) | |
|---------------------|------------------------|------------------------|--------------------------|---|
| Merchandise | <u>634</u> (2%) | <u>\$2,156</u> (2%) | <u>\$3,401</u> +1% | <ul style="list-style-type: none">› Soft Chemicals and Forest Products markets› Automotive impacted by part shortages, aluminum supply› Minerals and Fertilizers growth |
| Intermodal | <u>782</u> +5% | <u>\$562</u> +7% | <u>\$719</u> +2% | <ul style="list-style-type: none">› Domestic volume gains from commercial agreements› International supported by new business wins |
| Coal | <u>181</u> +1% | <u>\$472</u> (5%) | <u>\$2,608</u> (6%) | <ul style="list-style-type: none">› Strong domestic utility demand, export limited by derailment› Larger discount for US East Coast met benchmarks |

MERCHANDISE

- ▲ Strong southeast infrastructure investments
- ▼ Soft indicators for housing starts, North American auto production
- ▼ Cycling Forest Products and Metals plant closures

INTERMODAL

- ▲ Gains from business wins
- ▲ Expanded network reach and faster service product
- ▼ Soft trucking market
- ▼ Risk of import slowdown following 2025 pull forward

COAL

- ▲ Reopening of export mines on CSX network
- ▬ Scheduled utility coal plant closures
- ▼ Challenged global steel demand



CLOSING REMARKS

Steve Angel

President and Chief Executive Officer



- › **Low single-digit revenue growth**, assuming modest economic momentum and stable fuel and global benchmark coal prices
- › **Operating Margin expansion of 200-300 basis points** from adjusted FY25 performance
- › **Total capital expenditures below \$2.4 billion**
- › **Free Cash Flow growth of at least 50%**



First Train Over Forest Hill Flyover

CSX and CREATE celebrated the completion of the Forest Hill Flyover, a transformative project to alleviate rail congestion in Chicago.



CSX TDSI Wins Quality Excellence Awards

CSX TDSI became the first railroad to earn four top honors in a single year, recognizing excellence in service, reliability, and damage-free vehicle delivery.



CSX Recognized for Climate Leadership

CSX earned a leadership spot on the CDP A list for climate, recognizing our environmental performance, strategy, and governance.

APPENDIX

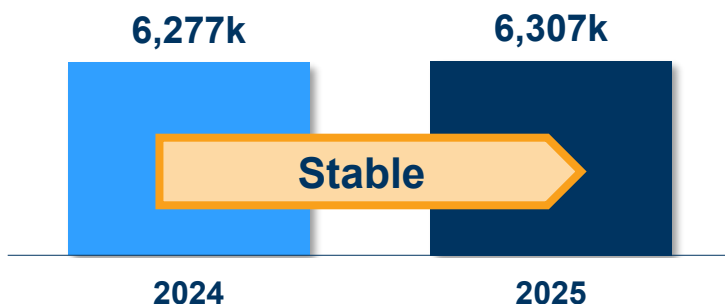
Full Year Comparisons



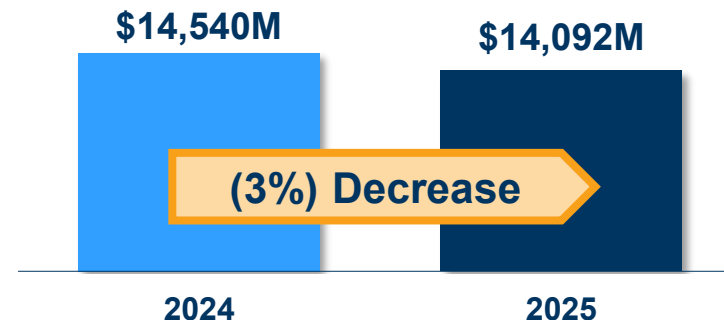


Full Year Earnings Highlights

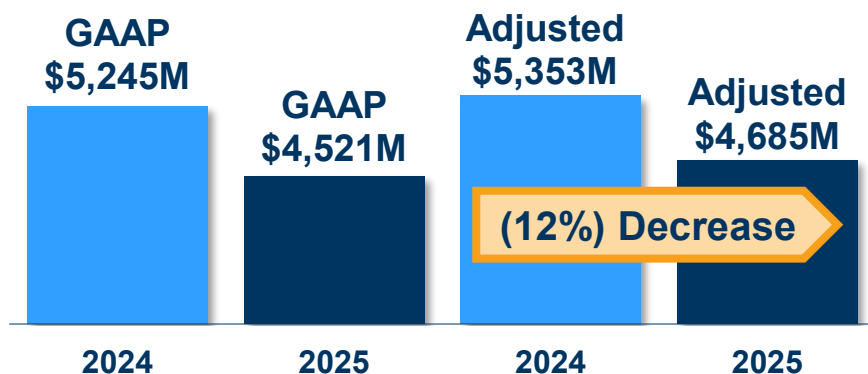
Total Volume



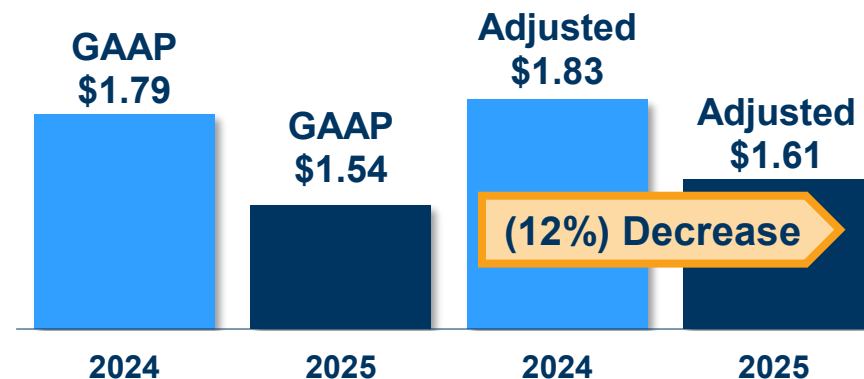
Total Revenue



Operating Income*



Earnings Per Share*



* See next section for Non-GAAP reconciliation

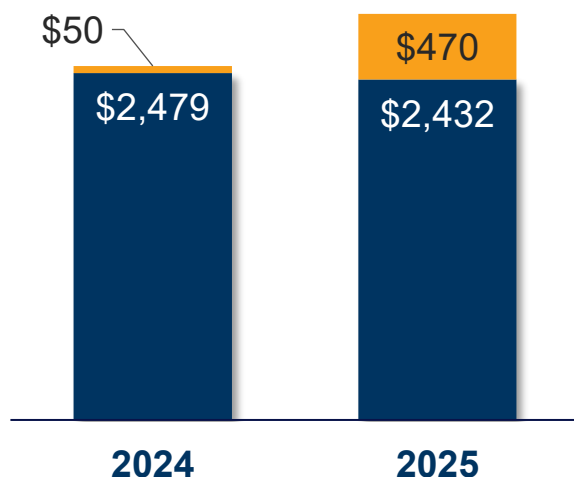


Fourth Quarter Cash Flow and Distributions

Property Additions

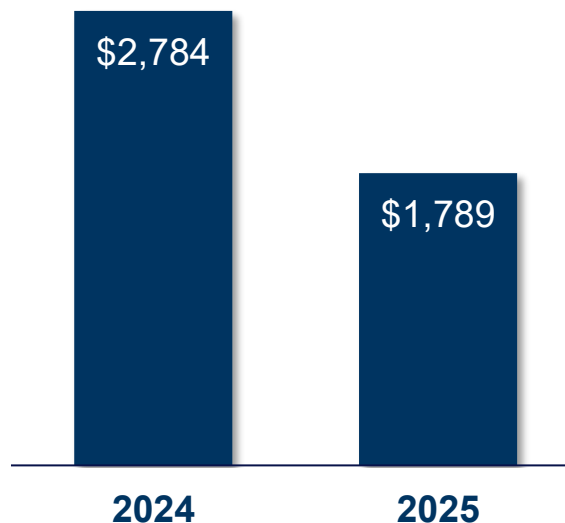
In Millions

■ Core Spend ■ Blue Ridge Rebuild



Free Cash Flow Before Dividends*

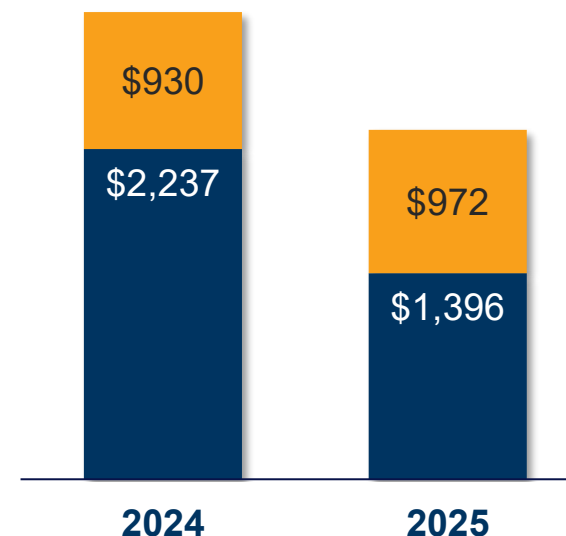
In Millions



Shareholder Distributions

In Millions

■ Buybacks ■ Dividends



* See next section for Non-GAAP reconciliation

APPENDIX

Non-GAAP Reconciliations





Non-GAAP Reconciliation of Adjusted Operating Results

Quarter Ended Dec. 31, 2025

| Dollars in millions, except per share amounts | Expense | Operating Income | Operating Margin | Net Earnings | Net Earnings Per Share, Assuming Dilution |
|--|-----------------|---------------------|---------------------|-----------------|--|
| GAAP Operating Results | \$ 2,398 | \$ 1,110 | 31.6% | \$ 720 | \$ 0.39 |
| Goodwill Impairment | - | - | - | - | - |
| Adjusted Operating Results (non-GAAP) | \$2,398 | \$1,110 | 31.6% | \$ 720 | \$ 0.39 |

Year Ended Dec. 31, 2025

| Dollars in millions, except per share amounts | Expense | Operating Income | Operating Margin | Net Earnings | Net Earnings Per Share, Assuming Dilution |
|--|-----------------|---------------------|---------------------|-----------------|--|
| GAAP Operating Results | \$ 9,571 | \$ 4,521 | 32.1% | \$ 2,889 | \$ 1.54 |
| Goodwill Impairment | (164) | 164 | 1.1 | 124 | 0.07 |
| Adjusted Operating Results (non-GAAP) | \$9,407 | \$4,685 | 33.2% | \$ 3,013 | \$ 1.61 |



Non-GAAP Reconciliation of Adjusted Operating Results

Quarter Ended Dec. 31, 2024

| Dollars in millions, except per share amounts | Expense | Operating Income | Operating Margin | Net Earnings | Net Earnings Per Share, Assuming Dilution |
|--|-----------------|---------------------|---------------------|-----------------|--|
| GAAP Operating Results | \$ 2,433 | \$ 1,106 | 31.3% | \$ 733 | \$ 0.38 |
| Goodwill Impairment | (108) | 108 | 3.0 | 82 | 0.04 |
| Adjusted Operating Results (non-GAAP) | \$2,325 | \$1,214 | 34.3% | \$ 815 | \$ 0.42 |

Year Ended Dec. 31, 2024

| Dollars in millions, except per share amounts | Expense | Operating Income | Operating Margin | Net Earnings | Net Earnings Per Share, Assuming Dilution |
|--|-----------------|---------------------|---------------------|-----------------|--|
| GAAP Operating Results | \$ 9,295 | \$ 5,245 | 36.1% | \$ 3,470 | \$ 1.79 |
| Goodwill Impairment | (108) | 108 | 0.7 | 82 | 0.04 |
| Adjusted Operating Results (non-GAAP) | \$9,187 | \$5,353 | 36.8% | \$ 3,552 | \$ 1.83 |



Non-GAAP Free Cash Flow Reconciliation

Free Cash Flow

| Dollars in millions | Year Ended | |
|--|---------------|---------------|
| | Dec. 31, 2025 | Dec. 31, 2024 |
| Net Cash Provided by Operating Activities | \$ 4,613 | \$ 5,247 |
| Property Additions | (2,902) | (2,529) |
| Proceeds and Advances from Property Dispositions | 78 | 66 |
| Free Cash Flow Before Dividends (non-GAAP) | \$ 1,789 | \$ 2,784 |

Note: 2025 free cash flow includes approximately \$900 million of cash outflows for Blue Ridge spending and previously postponed tax payments.

CSX