

2025 FOURTH QUARTER CONFERENCE CALL

CSX

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



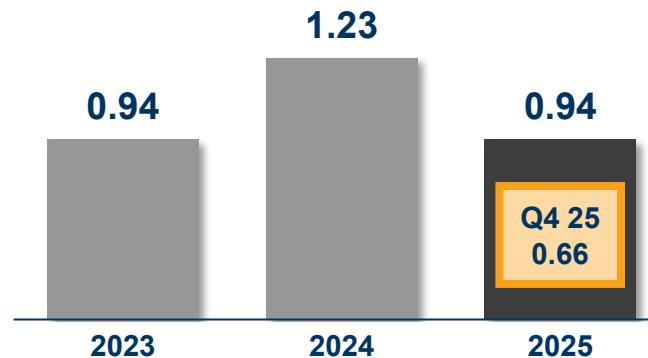
OPERATIONS REVIEW

Mike Cory

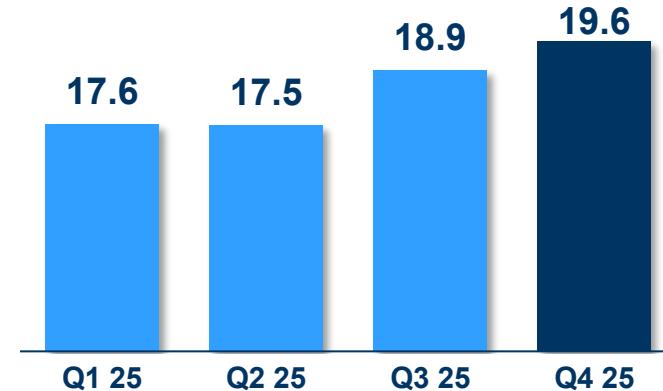
Executive Vice President and Chief Operating Officer



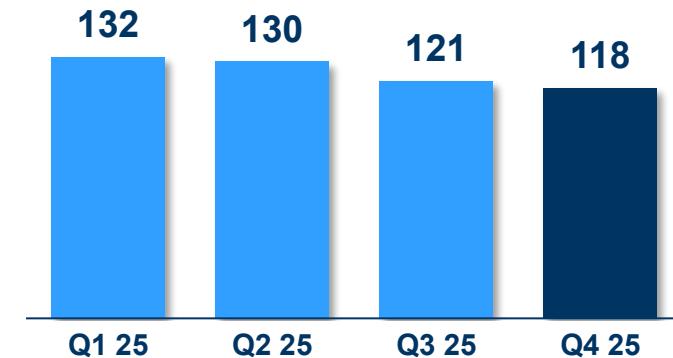
FRA Personal Injury Frequency Index



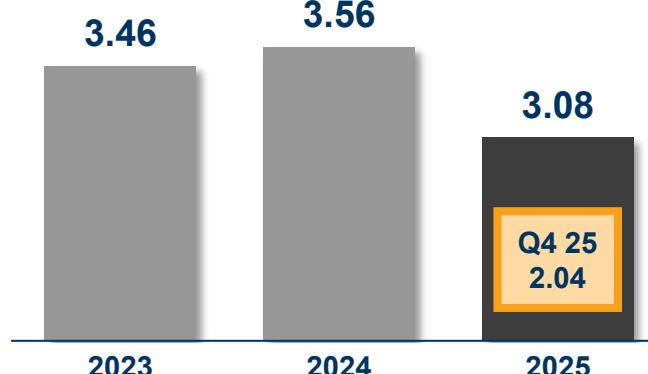
Velocity (MPH)



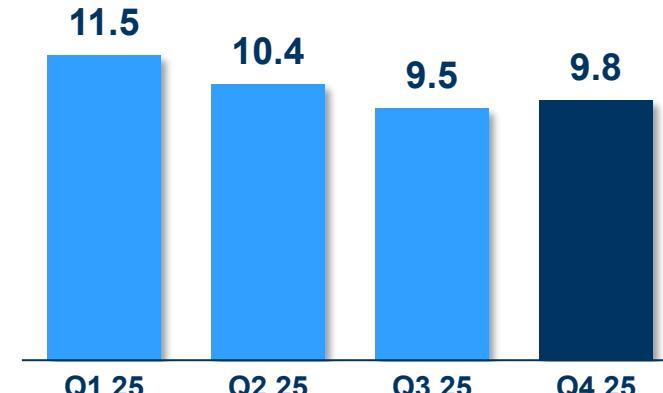
Cars Online ('000)



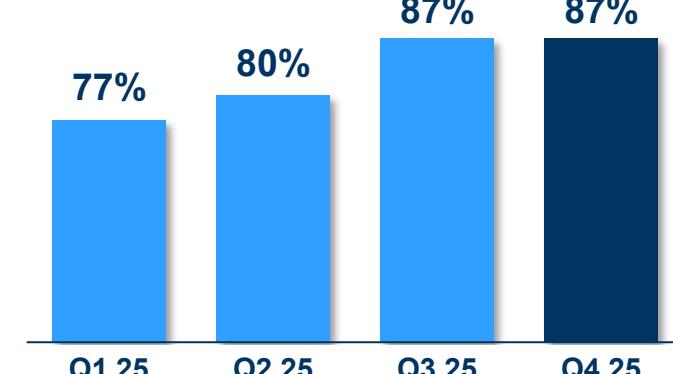
FRA Train Accident Rate



Dwell (Hours)



Trip Plan Compliance



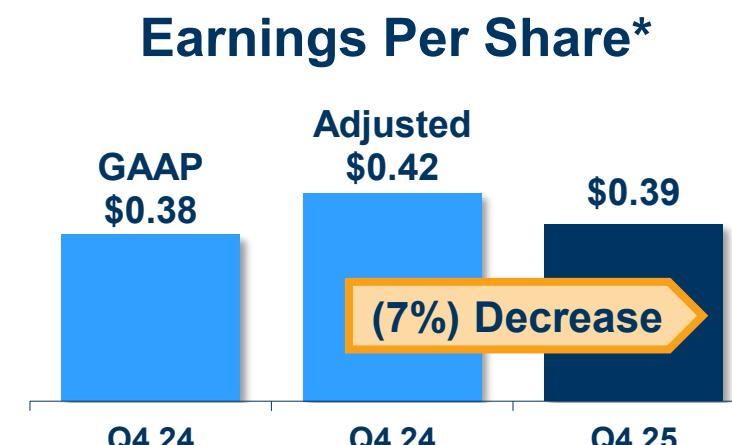
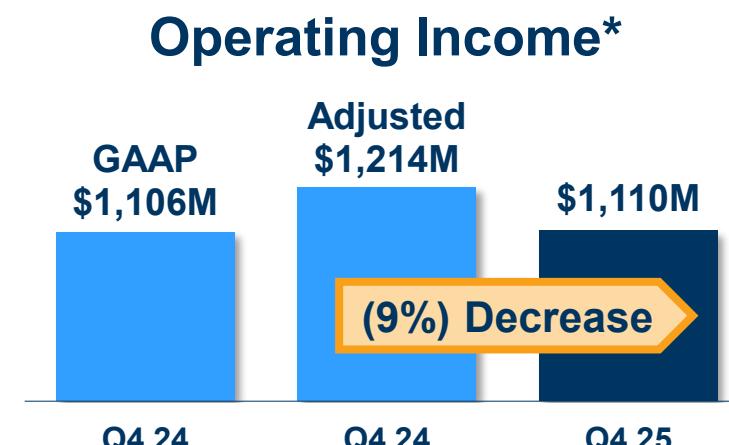
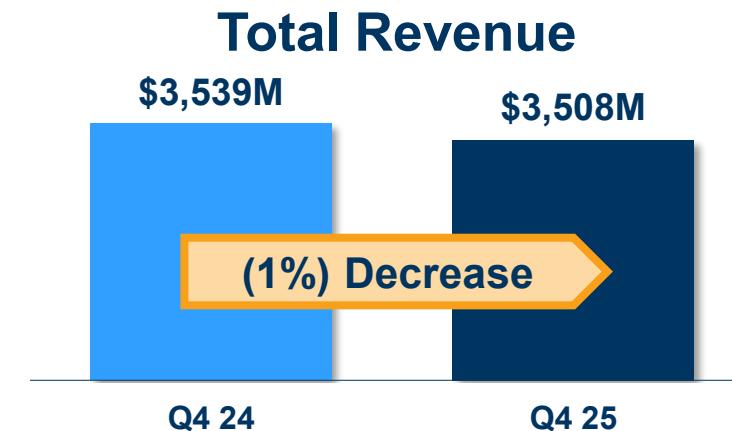
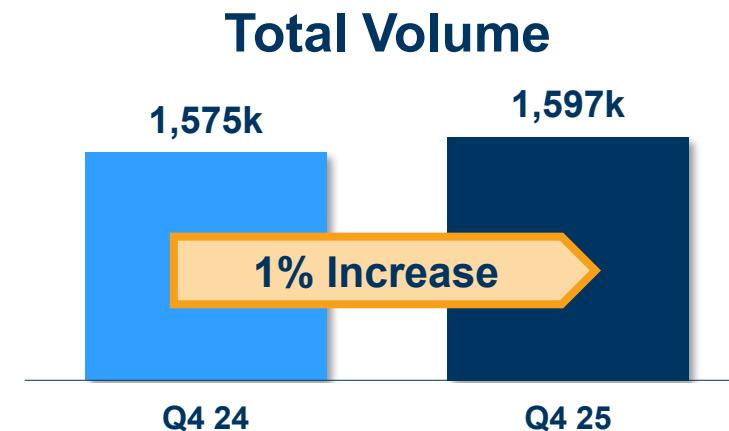
FINANCIAL REVIEW

Kevin Boone

Executive Vice President and Chief Financial Officer



Fourth Quarter Earnings Highlights



* See Appendix for Non-GAAP reconciliation

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		634 (2%)	\$2,156 (2%)	\$3,401 +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		782 +5%	\$562 +7%	\$719 +2%	<ul style="list-style-type: none"> ➤ Domestic volume gains from commercial agreements ➤ International supported by new business wins
Coal		181 +1%	\$472 (5%)	\$2,608 (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.

Climate



A List 2025

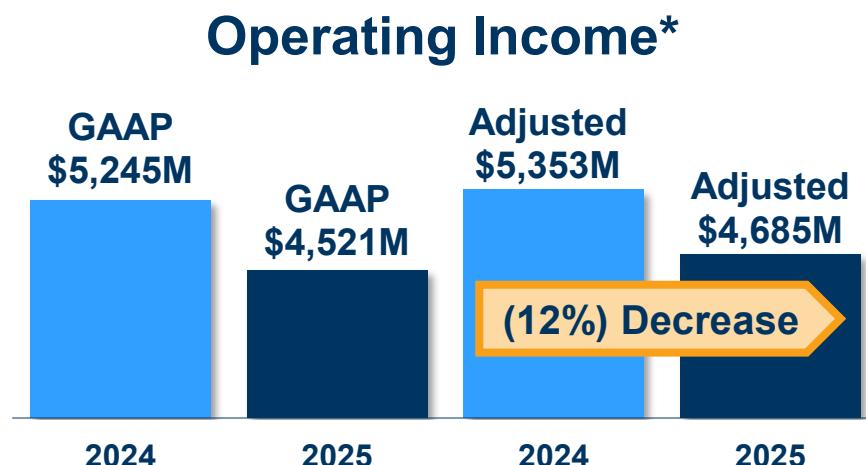
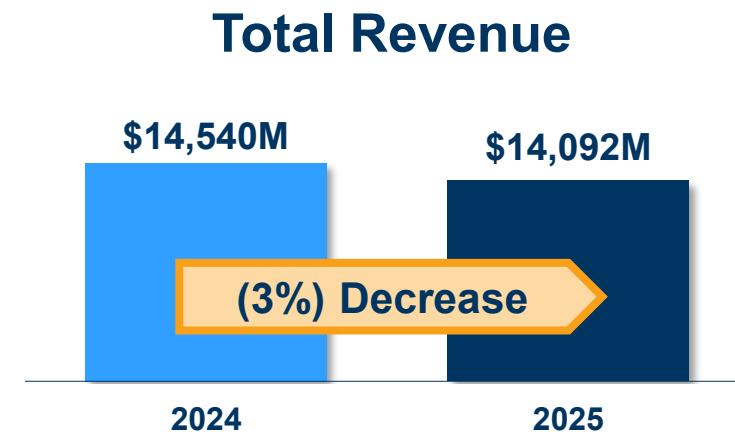
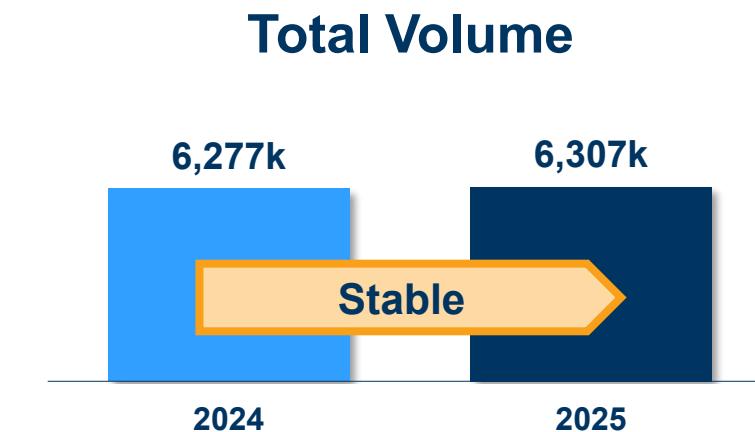
CSX Recognized for Climate Leadership

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

APPENDIX

Full Year Comparisons





* See next section for Non-GAAP reconciliation

Fourth Quarter Cash Flow and Distributions

Property Additions

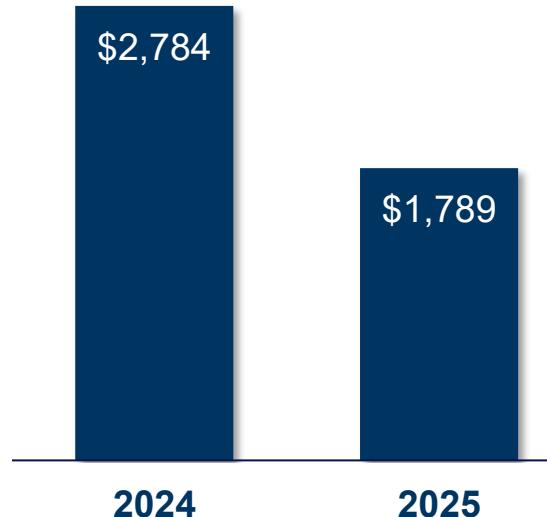
In Millions

■ 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



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

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