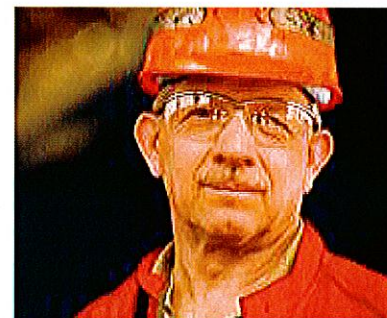
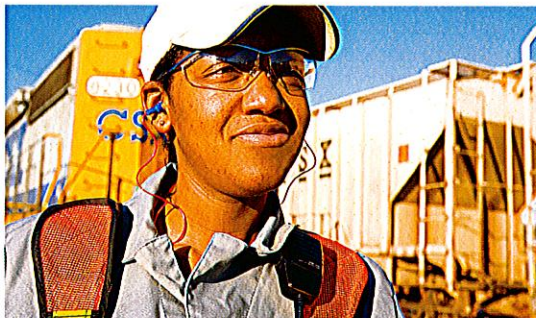


How tomorrow moves [CSX]

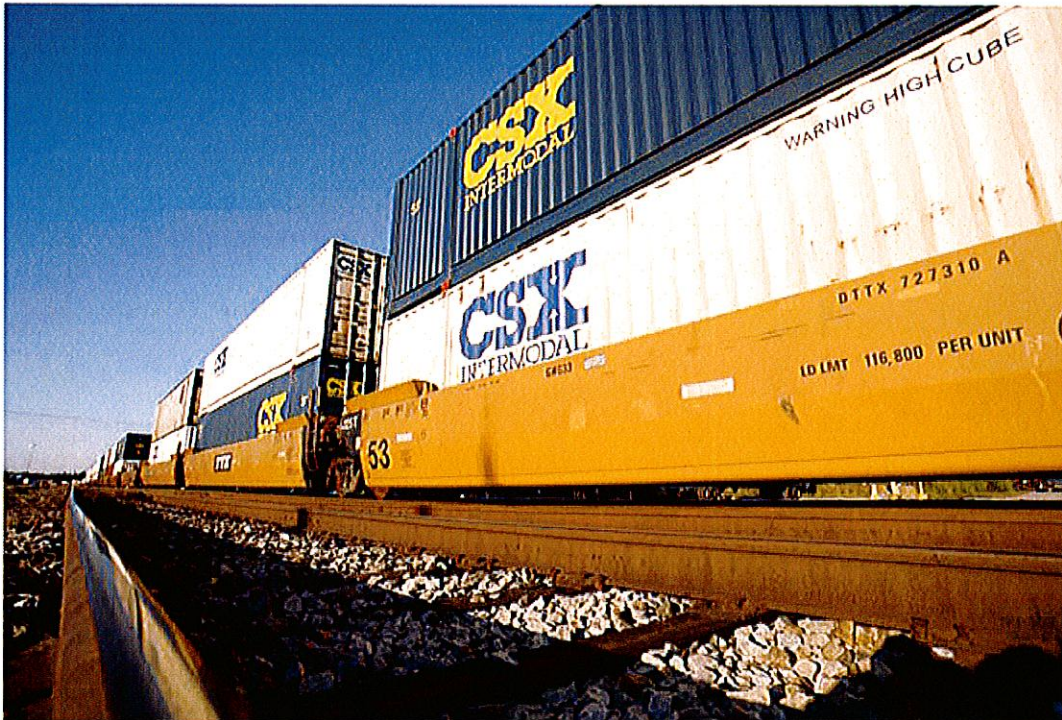


Meeting Future Infrastructure Needs
January 23, 2008
Adam Bridges
AVP Strategy – CSXI

2008 – 2012 Intermodal Industry Trends – Positive

- Pacific all water to East Coast = Stable share
- Transloading as % of Transcon = Stable share
- International IPI = Solid growth
- Domestic Intermodal = Solid growth
- Continued improved rail service levels
- Challenged Rail, terminal, Container and Ship Capacity
- Emerging Public / Private Partnerships (3Ps)

Infrastructure – A need for Collaboration



col·lab·o·ra·tion –

1.The act or process of collaborating.

col·lab·o·rate

1.to work, one with another; cooperate

2.to cooperate, usually willingly.

How tomorrow moves



Keys to successful collaboration

Elements of Collaboration

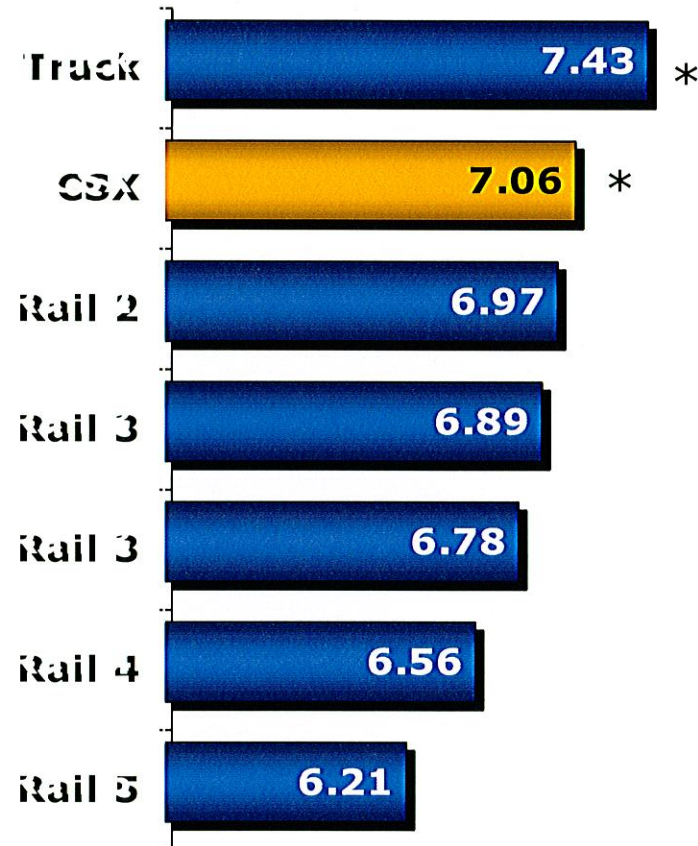
- Best in class capabilities
- Shared vision
- Shared time horizon
- Shared win
- Shared rewards
- Open communications

Players

- Customers
- Steamship Lines
- Port Authorities
- Port Operators
- Railroads
- Developers
- Governments
- Equipment providers
- Other....

Best in class – it starts with the customer

Overall Customer Satisfaction



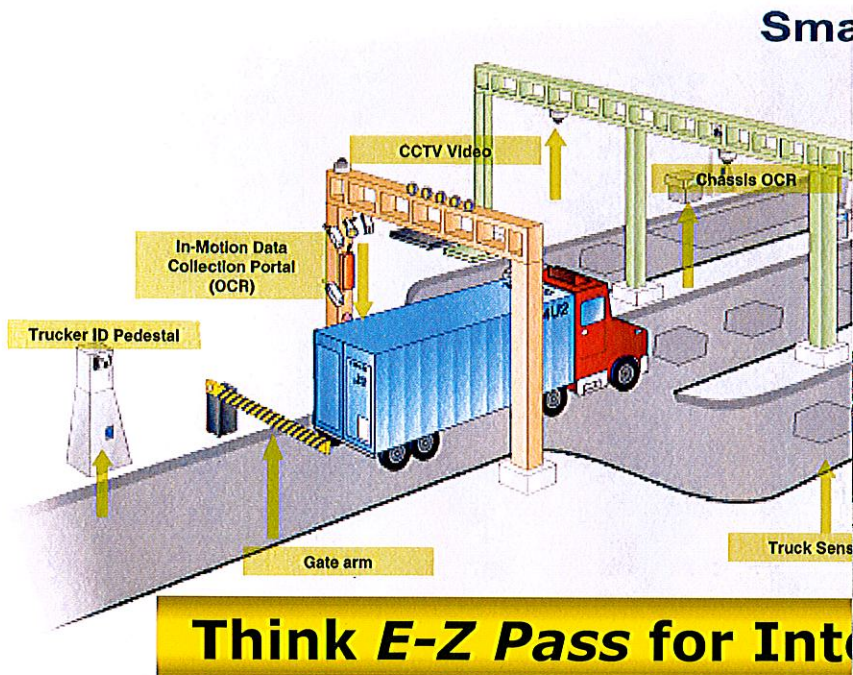
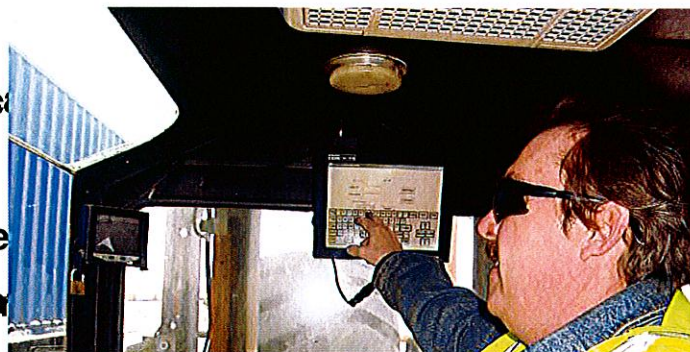
* Q4 2007 CSXI rated at 7.34

* Q4 2007 Truck rated at 7.07

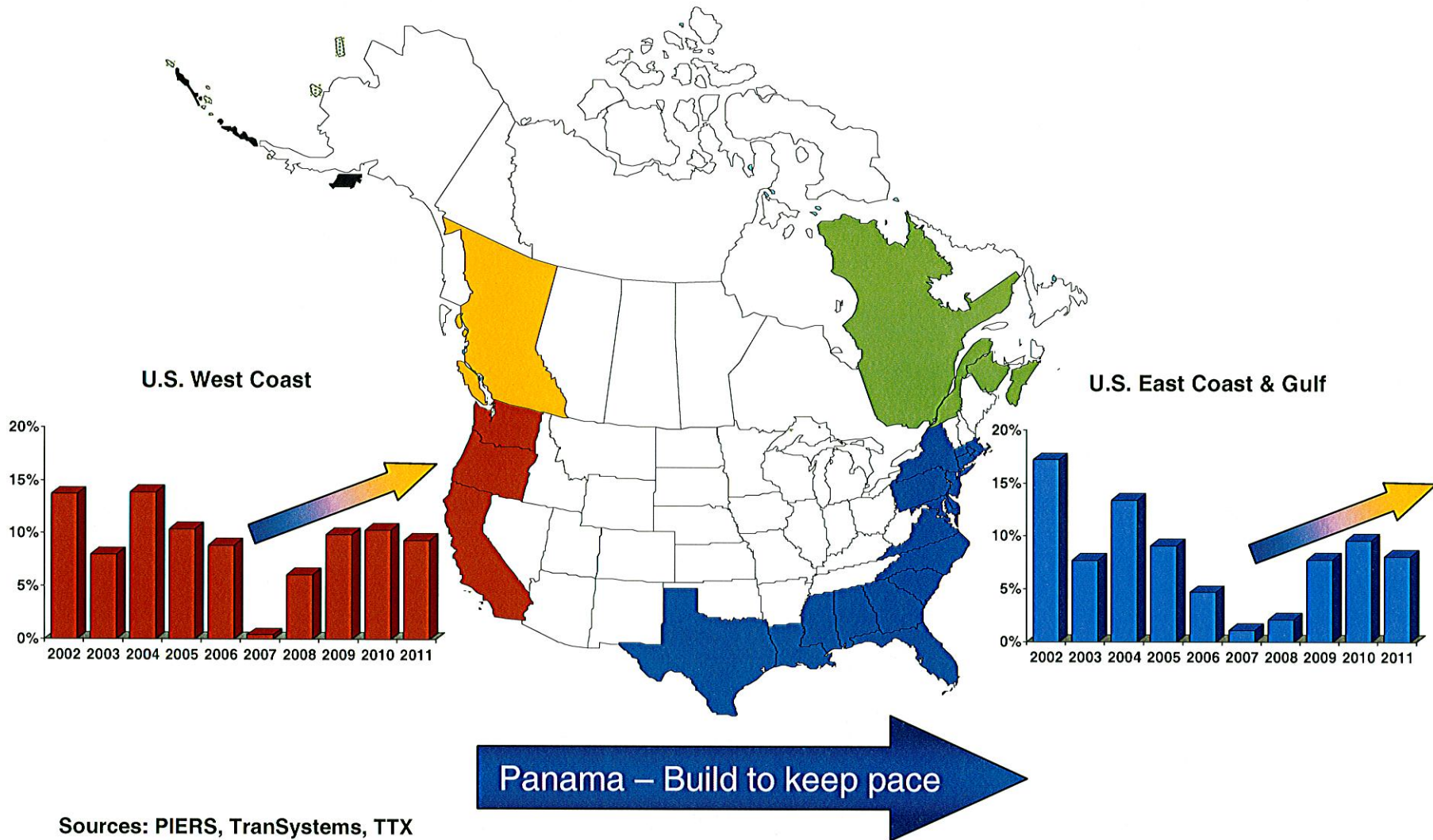
2007

Best in class - in New Technologies

- **Gate-Tech Electric Cranes**
Radio Frequency Technology
Integrates video with motion scales, drop identification
Wireless technology provides yard personnel with
 - Reduces dwell and emissions at gate
 - Reduces security hostlers and reduces yard e
 - Eliminates unproductive yard movement
 - Reduces emissions by separating people from ga

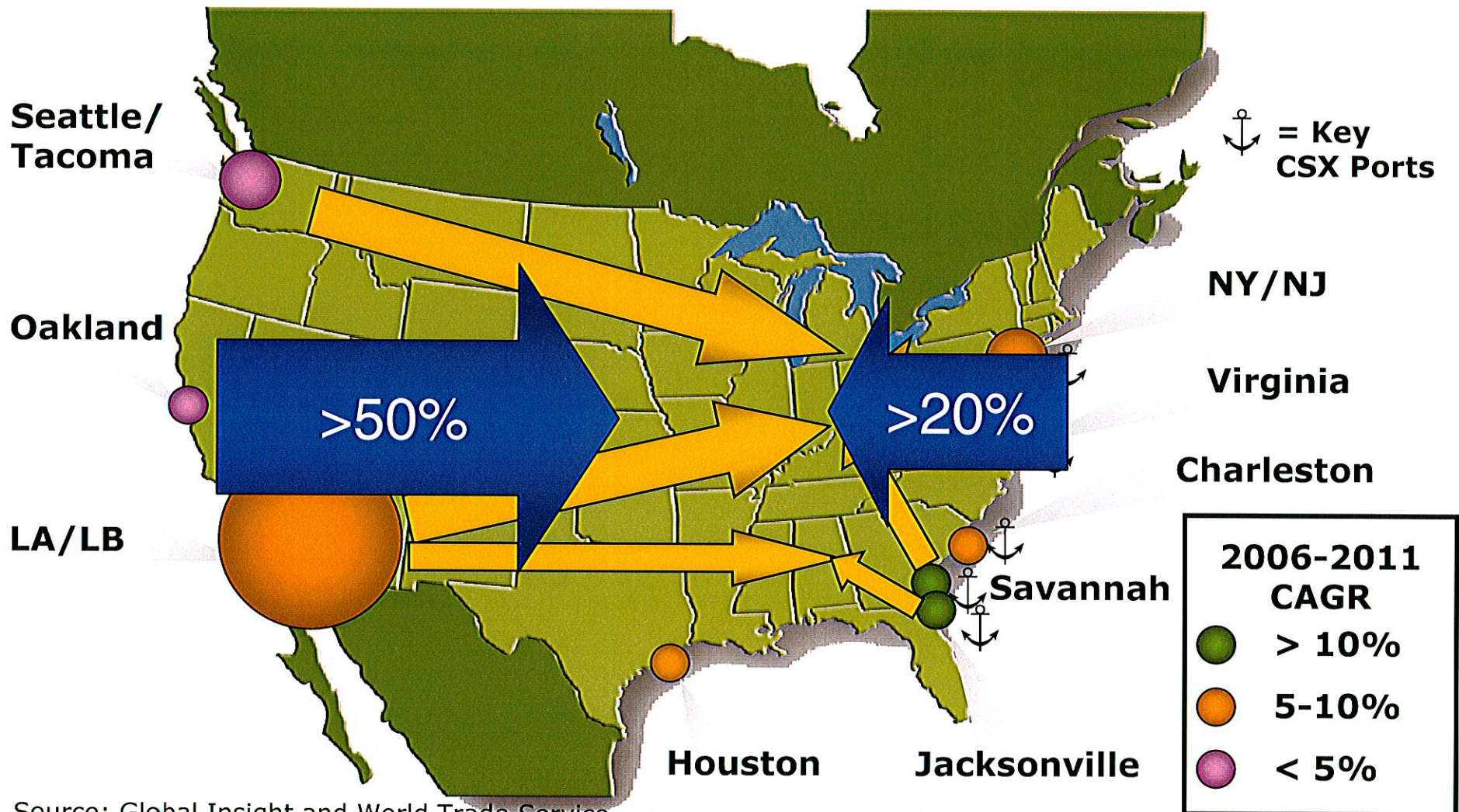


Shared vision – capitalize on demand



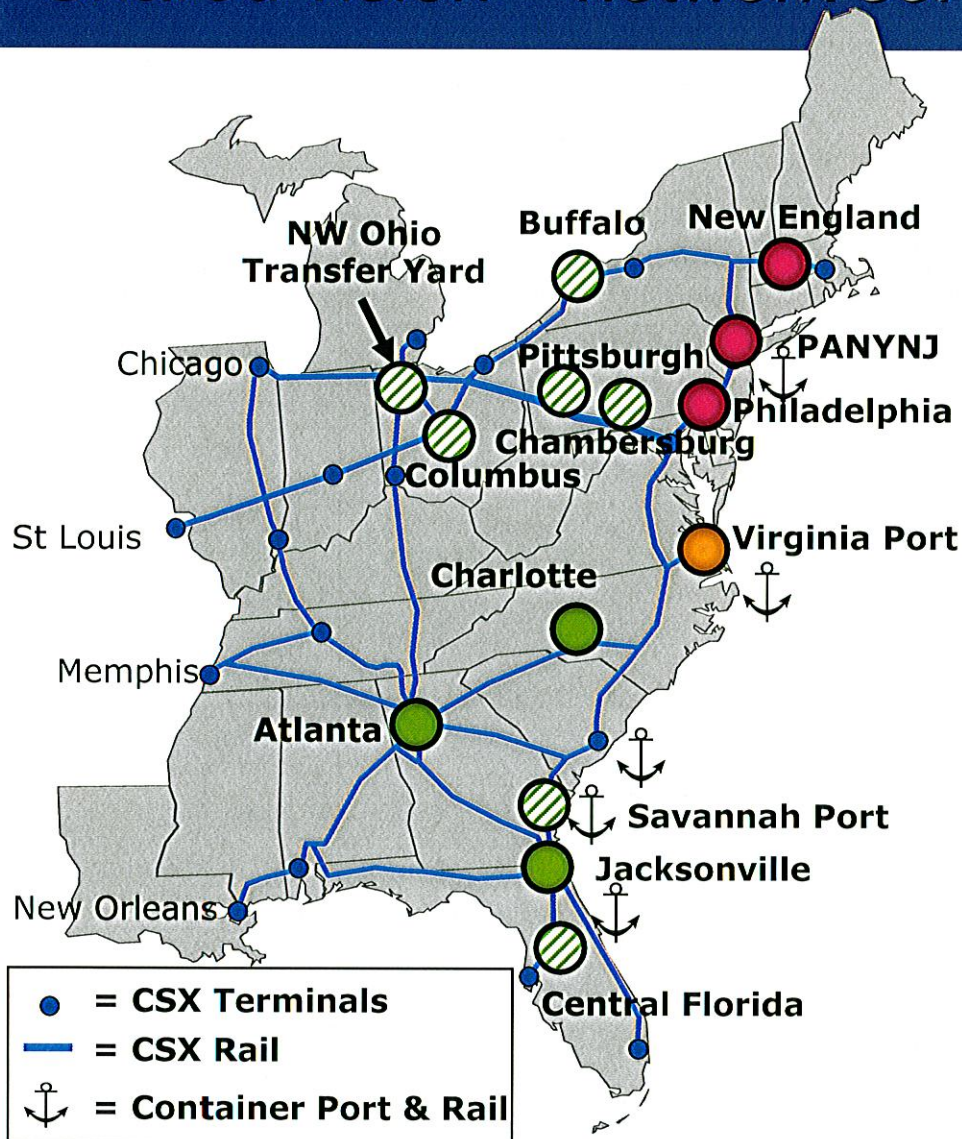
Sources: PIERS, TranSystems, TTX

Shared vision – leverage inland networks



Source: Global Insight and World Trade Service

Shared vision – network serving key markets and ports



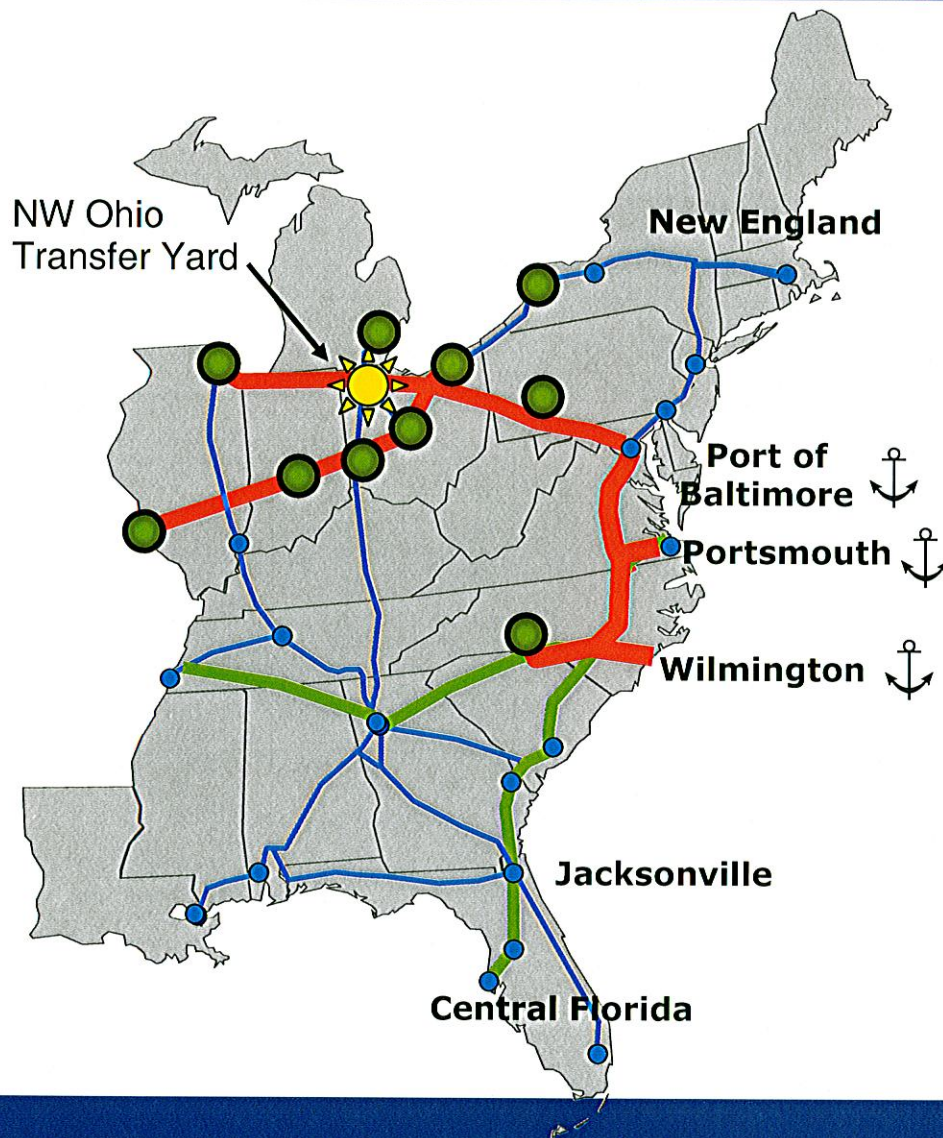
■ Investments drive long-term growth in mega-regions

■ Clearance projects leverage growing ports and high volume lanes

■ CSXI 5 year annual investment will average \$80 million

- New Construction
- Terminal Expansion
- Double Stack Clearances
- On-Dock Rail

Shared vision - National Gateway project



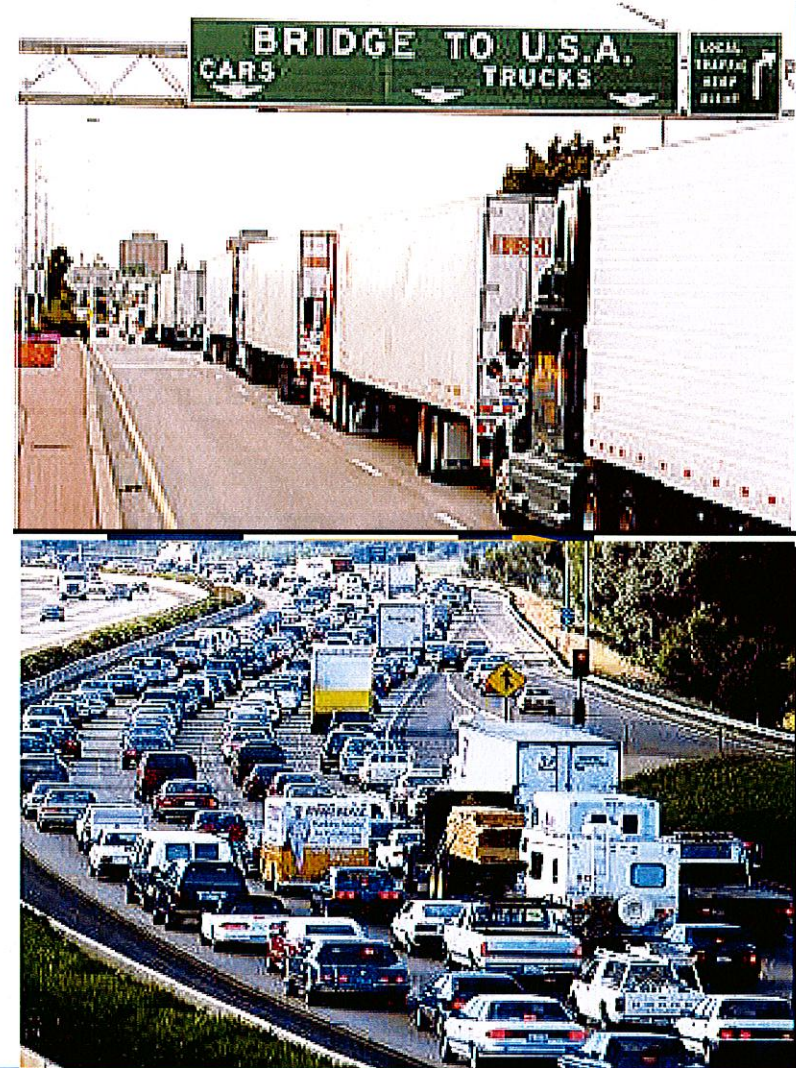
Mid Atlantic to Mid West Network

- ✓ Charlotte
- ✓ Chicago
- ✓ Columbus
- ✓ Cleveland
- ✓ Cincinnati
- ✓ Pittsburgh
- ✓ Buffalo
- ✓ Indianapolis
- ✓ Detroit
- ✓ E. St. Louis
- ✓ Kansas City

NGI
Current

Shared vision - highway challenges are structural

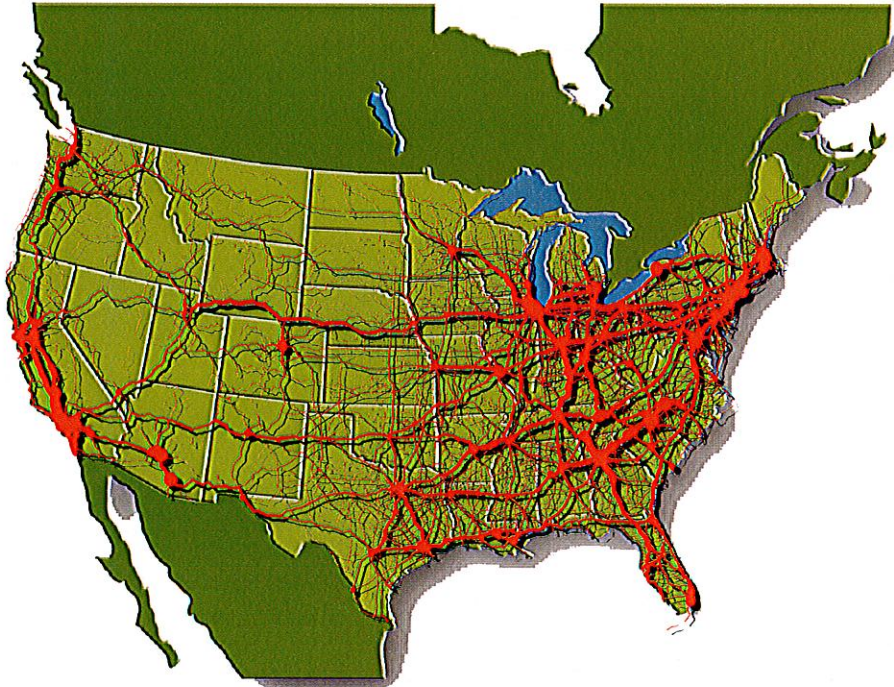
- Congestion
- Fuel cost & type
- Driver shortages
- Employee screening
- Hours of service
- Emissions requirements
- Insurance



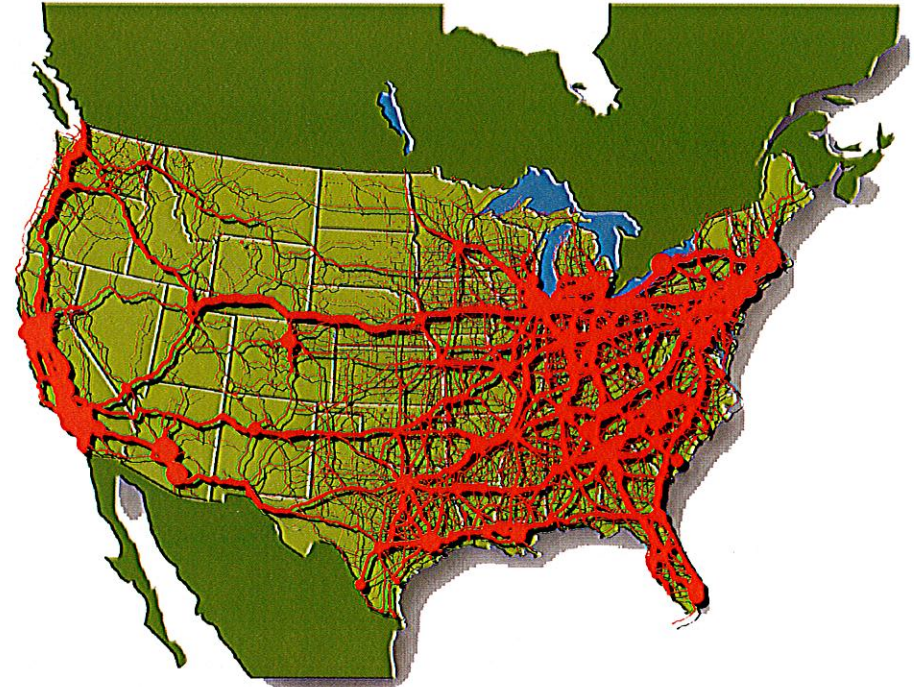
Truckers looking to rails for alliances

Shared time horizon – and sense of urgency

Today



2020



Truck Volume Scale



Shared win – all players accrue value from service

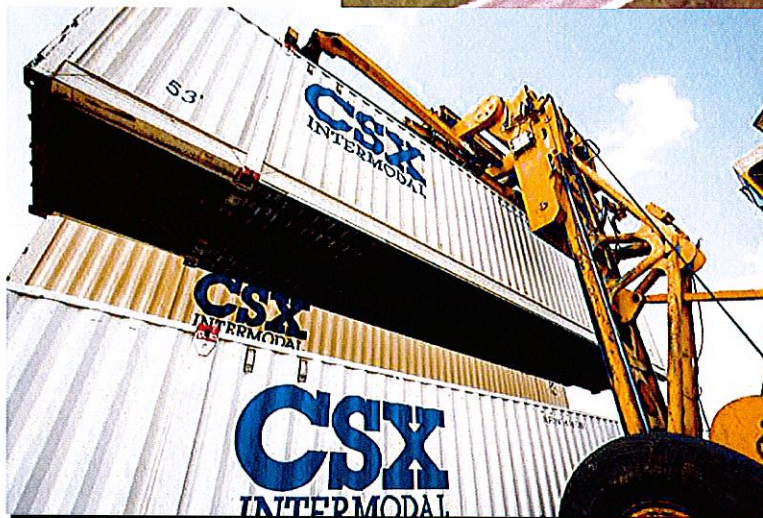


Shared rewards – customers, public, suppliers

- **Competitive advantage**
- **1 train = 240 trucks**
 - 1/3 of the emissions per ton
- **Extends pavement life**
- **Lanes for passengers**
- **Economic development**
- **Growth**



Success



Conclusion – collaboration works

- It Starts With The Customer
 - Shared success
 - Driving capacity
 - Driving service
 - Driving Ease of Doing Business
 - Driving access to key markets
 - Leveraging a Nationwide network
 - Environmentally responsible
 - Good public policy

Thanks