



Arthur Adams, Jr.
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July 20, 2021

Dear Chairman Oberman:

I am writing to provide an update on CSX's outreach efforts and performance in response to the June 2, 2021 letter from The Fertilizer Institute (TFI) and the June 8, 2021 letter from the American Chemistry Counsel (ACC). We are committed to a culture of service excellence and this includes having deployable resources to meet our customers' needs, proactive communication with our customer base, and continuous investment to ensure freight is delivered safely and reliably.

As you know from Mr. Foote's June 17th letter, to meet the volume surge coming through the global supply chain following the pandemic, CSX began aggressively expanding its crew hiring and training in late 2020. Those efforts have continued to date and will proceed through the remainder of the year. While we have brought back nearly all our furloughed employees already, our hiring program remains on track to on-board more than twice as many conductors as we hired in 2020, with an expectation of adding nearly 500 before year's end. CSX also made adjustments to our operations to avoid congested areas whenever possible. This included bypassing congested yards by pre-blocking earlier in the route at yards with sufficient capacity. We also partnered with other carriers to increase efficiencies at interchanges. Our recent STB metrics demonstrate the benefit of our efforts, as the average number of chemical and fertilizer cars held over 48 hours have been cut nearly in half since the first quarter. CSX expects our service performance to continue to improve.

Immediately after receiving the letters, CSX reached out directly to TFI and ACC, as well as the ACC and TFI members that are CSX customers. We solicited feedback on our service and followed up on any concerns from our customers. The vast majority are not indicating issues with CSX service and we continue to work directly with those who expressed concerns.

We encourage our customers to contact us directly with unresolved issues, which is the most effective and expeditious path to resolution. Service issues frequently require railroads and shippers to work collaboratively to clear concerns and our experience is that most shippers don't hesitate to let us know when there is a problem to be solved.

In addition to being fully engaged in telephone and e-mail communications with our customers, we have scheduled many face-to-face meetings with customers at the South West Fertilizer Conference in July and the Southwest Association of Rail Shippers meeting in September. I also look forward to discussions with TFI and ACC and their members during a meeting with their organizations on July 22nd.

Over the coming months, we'll continue adjusting our staffing and resources to handle volume changes and our customers' needs. We're making steady progress and recognize there is more to be done. We are continuing to invest in our workforce and network while engaging frequently with our customers to ensure their freight is reaching consumers in a safe and reliable manner.

Should you have any additional questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Arthur L. Adams, Jr.".

Arthur Adams, Jr.