

CSX

QC
Quality Carriers

When Truck Meets Rail - 2021 SWARS Annual Meeting

09.30.2021





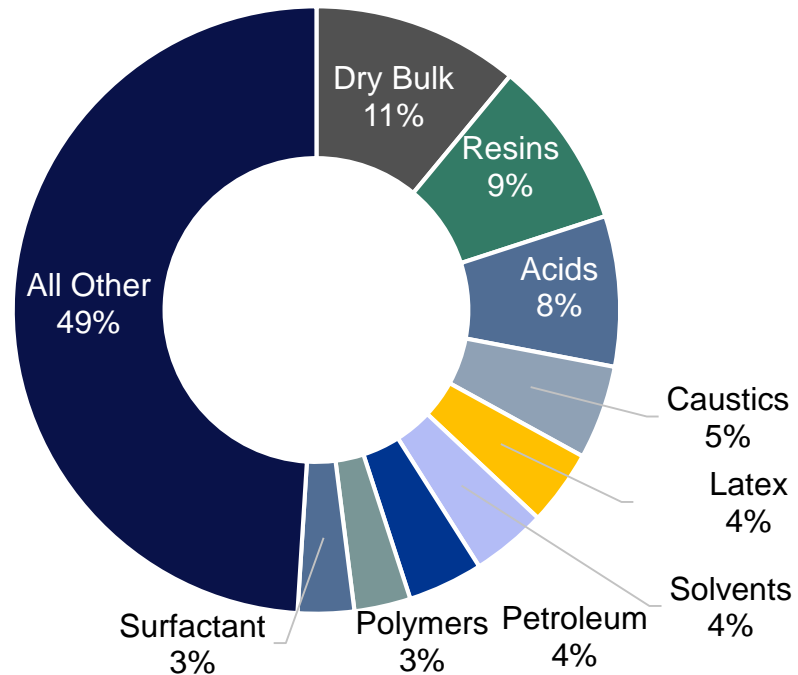
QC Is the Largest Provider of Bulk Liquid Chemical Truck Transportation in North America

144
Terminals

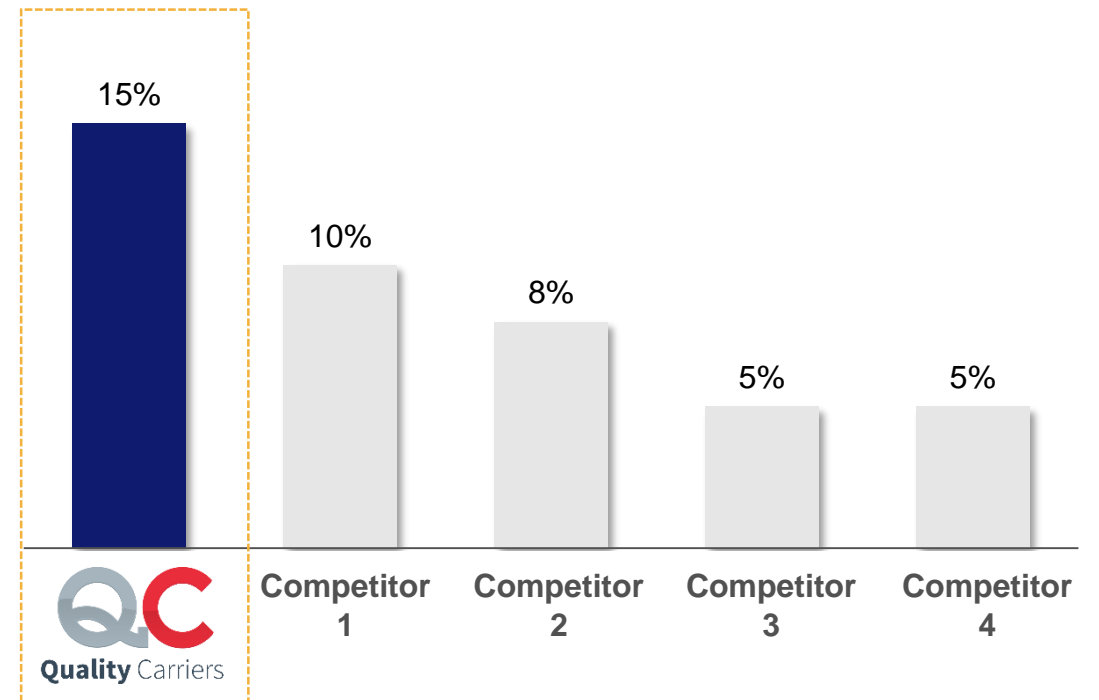
2,500
Drivers

5,700+
Trailers

Quality Carriers – Commodity Mix by Volume

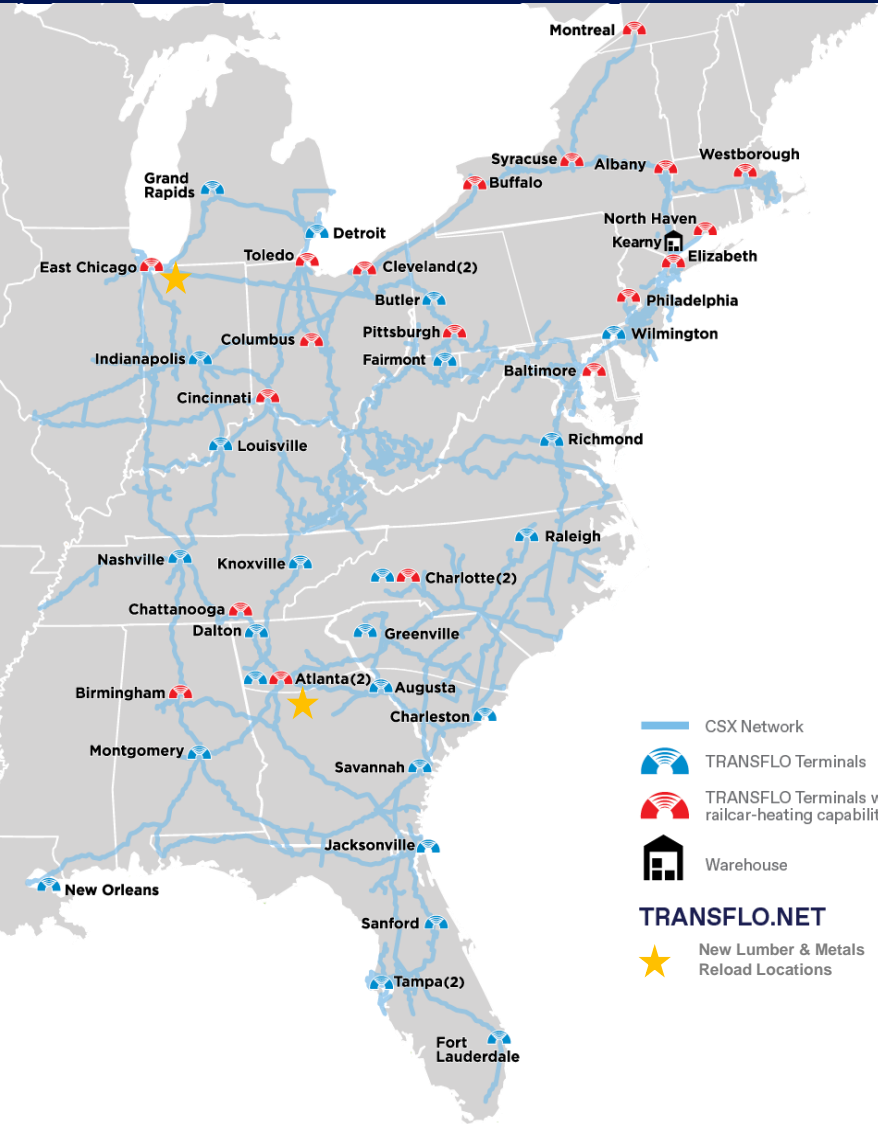


Leading U.S. market share (specialty chemicals)





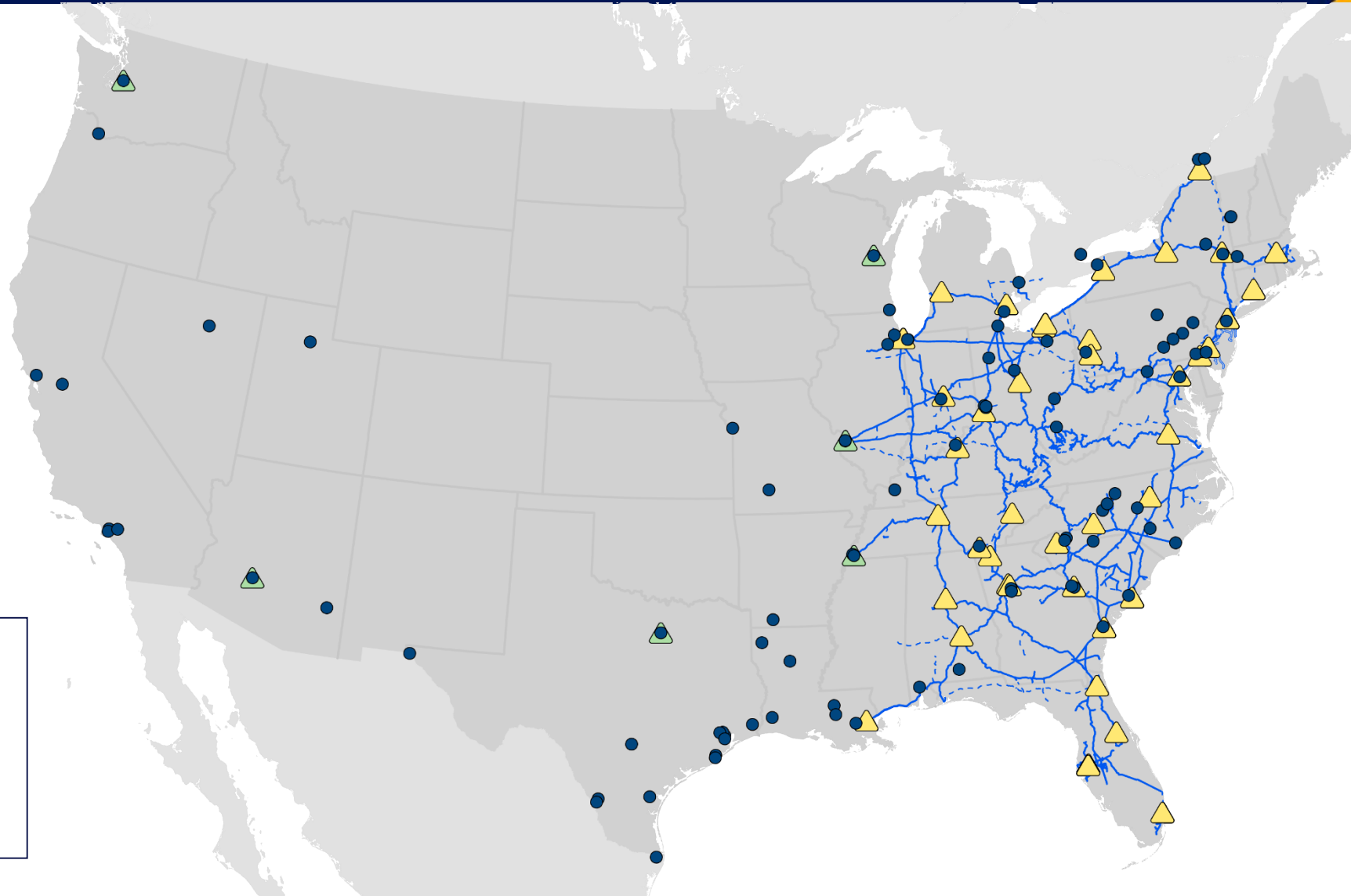
TRANSFLO Is a Value-Added Service for CSX



- World class network of over 45 bulk transloading terminals on the CSX network
- Capable of Transloading and providing real-time inventory management for over 300 products
- Careful stewardship of customer's products while maintaining quality, safety, and brand integrity
- Dedicated functional groups with field expertise
- Partnering with industry experts to diversify commodity offerings (e.g. Reloads)
- Deploying capital at new levels to expand the network
- Quality Carriers will allow for deeper reach in customer supply chains supporting TRANSFLO long-term growth targets



Significant Geographical Synergies Exist Between the Networks



Legend

- QC Terminal
- ▲ QC Transload
- ▲ Transflo
- CSX Network



Together, We Are Creating New Growth Opportunities for CSX

Create New Bulk Intermodal Product

- Offering customers a one-stop shop for multimodal transportation solutions
 - CSX Rail → CSX TRANSFLO → QC Trucks
 - QC Trucks → CSX Intermodal

Extend Our Reach

- Expand services to customers we do not directly access via rail today
- Extend CSX's reach into the Gulf Coast, US Southwest, Mexico, and Canada

Optimize the Combined Portfolio

- Convert long-haul truck freight to rail and re-assign drivers
- Optimize freight solutions for our customers by providing the most efficient and cost-effective mode
- Significant ESG benefits from converting long-haul truck to rail



Customer Feedback Has Been Overwhelmingly Positive

“I’m not aware of anyone offering this solution today, but if the cost and service work, we would certainly look at a business award”

- **Customer A**

“When you’ve got a supply chain partner that has both [rail and truck] capabilities, yes, it’s definitely valuable”

- **Customer C**

“I’m always open to a sustainable, economical alternative with consistent service and reliable on-time performance”

- **Customer B**