

December 2025

Amtrak

2025 Pay for Performance Rewards

Improve Performance, Reduce Costs, Retain Talent



Amtrak Non-Agreement Rewards Overview

Amtrak offers a market competitive total rewards package including:



- Medical
- Dental
- Vision
- ~~Retiree Healthcare~~



- Vacation
- 401k Retirement
- **Short-Term Incentive**
- Long-Term Incentive



- Life Insurance
- Disability
- Railroad Benefits
- ~~Pension~~

Amtrak is a private company with public ownership and is not a government agency. Unlike federal employees, our employees do not receive above-market, guaranteed rewards such as health insurance, pension, or retiree healthcare benefits

- The Government Accountability Office (GAO) and Congress encouraged Amtrak to develop a pay-for-performance incentive program for Amtrak management employees (Passenger Railroad Investment and Improvement Act (PRIIA) of 2008, Sec. 223) to develop meaningful solutions to address competitive barriers to executive and management talent.
- Amtrak closed guaranteed (i.e. not “at-risk”) rewards unrelated to performance (pension and retiree healthcare plans) in exchange for at-risk, performance-based incentive rewards for management employees to improve performance, reduce costs, and retain talent with more market competitive rewards.
- If the pension and retiree healthcare plans were ongoing, future benefits costs would be nearly 250% higher than the incentive awards earned since program inception.

Note: While agreement employees do not participate in the STI program recommending their addition to the program has been a part of ongoing negotiations, but the union has leaned towards other forms of rewards as compensation agreements are negotiated with the individual unions representing that workforce. The agreement population received meaningful wage increases above what non-agreement employees can merit through annual end-of-year salary increases in addition to 2x-3x richer healthcare coverage and pre-Medicare retiree healthcare & one-time 2025 bonuses



Our Philosophy

Attract and Retain Top Talent

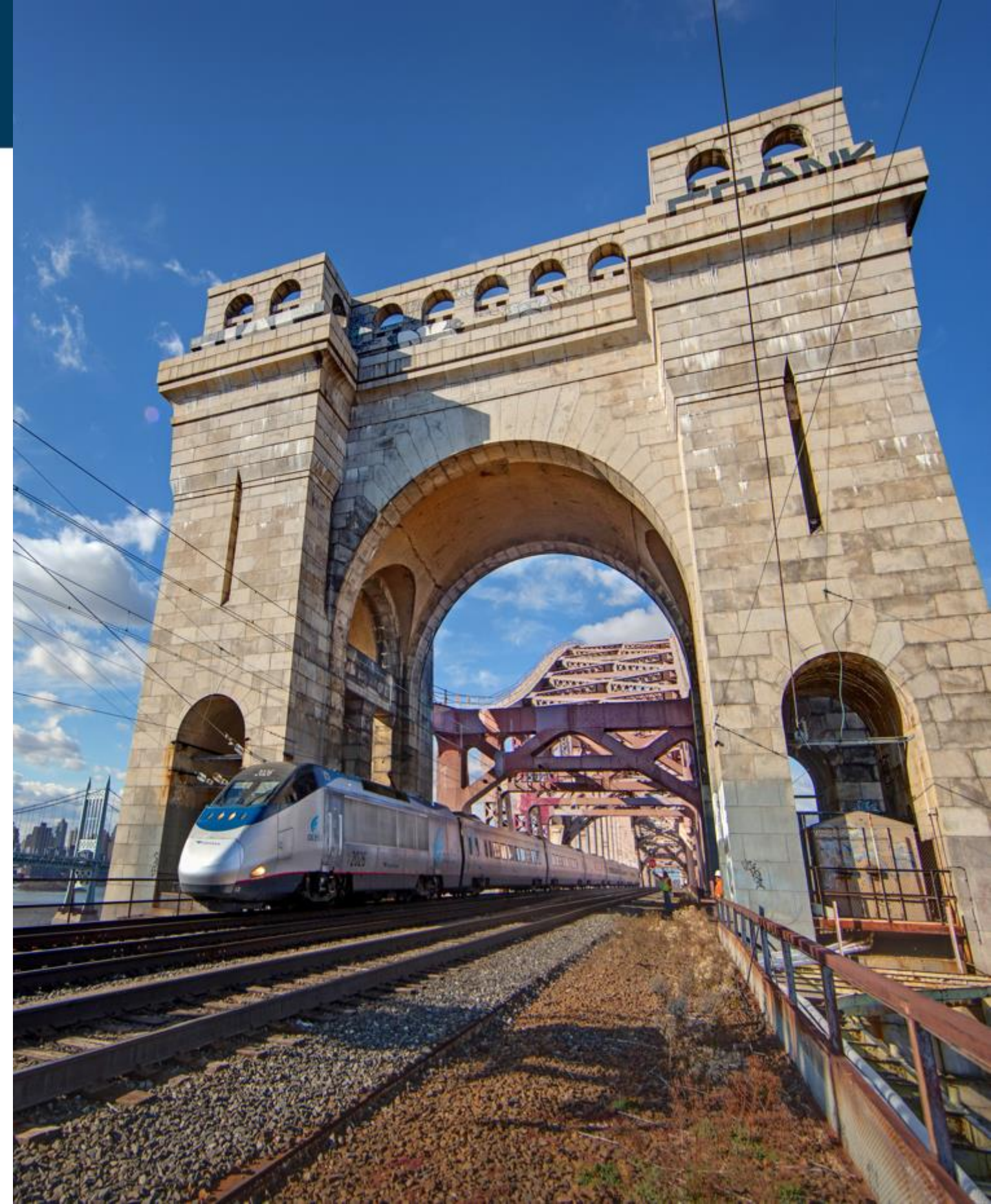
Our ability to deliver on our mission, five-year strategic blueprint, and long-term strategic goals depends on attracting and retaining exceptional leaders. To achieve this, we:

- Provide reward structures for the Executive Leadership Team (ELT) comparable to both industry-relevant, size-appropriate publicly-traded peers and relevant Government Sponsored Enterprises (GSEs).
- Strike a thoughtful balance between for-profit and for-service compensation frameworks for ELT roles, positioning pay below traditional comparators yet above local public transit benchmarks to reflect scope, complexity, and impact of our work.
- Ensure total rewards remain market-competitive to secure and sustain the leadership talent necessary for organizational success.

Deliver Pay-for-Performance

We are committed to a pay for performance philosophy that aligns executive rewards with organizational outcomes and stakeholder expectations. Our programs are designed to:

- Recognize achievement against financial, strategic, and operational goals that advance our mission and long-term objectives.
- Provide at-risk incentives that reinforce accountability for results and align leadership with key priorities.
- Support retention and engagement through a mix of short and long-term rewards that encourage sustained performance and leadership continuity.
- Continuously review and refine our programs to maintain alignment with market practices, stakeholder priorities, and organizational goals.



Our Practices

What We Do


- ✓ Use a peer group of similarly-sized for-profit publicly-traded companies and GSE entities, for the markets in which we compete for talent, to benchmark executive program design and understand pay levels
- ✓ For our ELT, set target total compensation that is below the 25th percentile of our for-profit peer group (to balance for-profit and not-for-profit objectives)
- ✓ Establish financial incentive goals that are based on our budget that is approved by our board
- ✓ Incorporate multiple financial, operational and strategic measures in our incentive plan
- ✓ Have an independent Personnel and Compensation Committee that sets pay and program design for our ELT
- ✓ Retain an independent compensation consultant to advise our Personnel and Compensation Committee
- ✓ Recover past at-risk awards in the event of a financial restatement that would have changed the level of pay awarded to our ELT and Officers

What We Don't Do



- ✗ Encourage unnecessary or excessive risk taking through our compensation policies and practices
- ✗ Provide pension or retiree healthcare benefits to new employees
- ✗ Provide rich healthcare benefits
- ✗ Give excessive perquisites to our ELT

Our Pay-for-Performance Strategy

Aligns with Best Practice, Stakeholder Interest

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- In the *Passenger Railroad Investment and Improvement Act (PRIIA) of 2008*, Congress encouraged Amtrak to develop a pay for performance incentive program for Amtrak management employees (Sec. 223); Additionally, the *Government Accountability Office (GAO)* recommended that Amtrak explore and develop meaningful solutions to address competitive barriers to attracting and retaining executive talent
 - Amtrak made the decision to redirect our total rewards spend from non-performance, non-market-based benefit payments to former employees (pension and retiree healthcare) to performance, market-based incentive compensation to retain our current employees and attract the future employees needed to execute on our long-term strategy – this is under review for future FY26 and FY27 given reduction / elimination of long-term incentive awards
 - Amtrak's at-risk incentive programs are governed by congressionally appointed Board of Directors* and support from Independent Consultants similar to market practice for other for-profit companies and GSEs

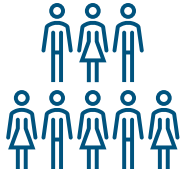
Improve Performance

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- Amtrak's Short-Term Incentive (STI) and Long-Term Incentive (LTI) program is based on performance metrics that are tied to the company's overall performance goals. Our employees are not awarded for unmet corporate goals. Since program inception, average awards have been well below target levels
 - Delivering more trains to more places safely and with improved customer satisfaction are at the core of the programs' design as well as doing so with increasing financial and operational efficiency (improving financial performance and doing so with fewer delays)
 - Our at-risk programs provide a range of awards (50% - 150% of target for STI and 75% - 130% of target for LTI). If we deliver results below threshold, there is no award and if we achieve at or above superior, award is capped

Reduce Costs

- Our at-risk awards were first established in 2013 as part of a transition away from non-performance based, guaranteed benefits unrelated to company performance and towards a performance-based, market-driven program to attract and retain new talent
- Closing pension and retiree health benefits to new employees saved nearly \$470 million in debt and over \$1,300 million in future benefit payments. If the pension and retiree healthcare plans were ongoing, future benefits costs would be nearly 250% higher than the incentive awards earned since program inception.

Attract and Retain Talent to Achieve Long-Term Objectives

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- Our program is designed to provide our employees with a market-competitive pay structure (i.e., short- and long-term at-risk awards and no pension or retiree health benefits) that will drive employees to achieve our long-term objectives
 - The STI plan is available to all non-agreement employees (~4,100 individuals as of December 2025); in FY25, 98% of the total STI awards went to non-executive management employees, the majority of whom are in Operations and Capital Delivery and involved in the day-to-day running and expansion of the railroad
 - The 2023 – 2025 LTI plan is only available to our Executive Leadership Team (10 individuals). The award vests at the end of a 3-year performance period and is only awarded if we deliver on our long-term strategic goals.

*Per 49 USC Sec 24302, an individual nominated by the U.S. President and confirmed by the Senate to serve on the Amtrak Board shall be appointed for a term of five years and that such term may be extended until the individual's successor is appointed and qualified.

Note: While frontline union employees do not participate in the STI program, compensation agreements are negotiated with the individual unions; frontline union employees received meaningful wage increases above what non-agreement employees can merit through annual end-of-year salary increases in addition to 2x-3x richer healthcare coverage and pre-Medicare retiree healthcare & one-time 2025 bonuses

FY 2025 Company Performance Highlights

FY 2025 was another year of record growth and performance, when coupled with our improving customer experience, Amtrak's performance reinforces our commitment to quality service as the foundation of our future growth!

Record Ridership

~5.1% increase to record of 34.5M customer trips.
Amtrak customers logged 6.9B miles – an all-time high

Record Revenue

~9.1% increase (surpassing many of our airline peers) to \$3.9B; \$2.7B in adjusted ticket revenue – a 10.4% year over year increase

Record Investment

\$5.5B investment in major projects and state of good repair initiatives

Improved Customer Satisfaction

Received historical best scores on wi-fi, food & beverage, and communications

Improved Adj. Operating Income

15.1% improvement over FY24, which reflects an outperformance of many top-tier airlines



[Watch the video on YouTube >>](#)

When comparing our performance against other passenger transportation companies like airlines, Amtrak was the **only** company with revenue growth exceeding cost controls based on actual capacity delivered (seat miles)

Amtrak grew revenue ~5% greater than all airlines which on average saw a decrease in revenue per seat mile (-0.5%)

Amtrak managed cost growth of only ~1% better than all but one airline which saw average cost per seat mile increase materially higher than Amtrak (+6.7%)

FY25 STI Performance Outcomes

Amtrak achieved record revenue (up 9%) and ridership (up 5%). For the fourth consecutive year, we improved operating income performance (vs. prior year) by nearly \$100M – or approximately 15% which is higher than many top-tier U.S. airlines over the same performance period.

Given our strong financial performance in FY25, the ELT decided to forgo 50% of their earned bonus award to partially fund one-time bonuses for all frontline union employees who executed the strategy that helped achieve these results.



CSI: we improved on time performance and customers tell us they noticed improvements in Wi-Fi, food and beverage, cleanliness and communication.



Total Capital Spend as a % of Plan: We also invested a record \$5.5 billion in capital projects—nearly 25% more than the prior year and at historic levels relative to our FY25 plan.



Ridership: Record number of riders at more than 34 million with customers consistently willing to pay higher prices to ride Amtrak because they truly value the service we provide.

Adjusted Operating Income excluding Fuel: improved by almost \$100 million year-over-year—a significant milestone toward our goal of achieving profitability in train operations by FY 2028 as we set record cost and revenue as a function of our capacity (available seat miles).

OUR KEY ACTIONS	METRICS	THRESHOLD (50% Award)	TARGET (100% Award)	SUPERIOR (150% Award)	ACTUALS (FY25)	AWARD (FY25 % of Total)
	• Customer Satisfaction Index (CSI; 20% Weight)	76.0	78.0	80.0	78.1	102.5% x 20% = 20.5%
	• Total Capital Spend (\$B; 20% Weight)	\$4.730B	\$5.256B	\$5.782B	\$5.527B	122.9% x 20% = 24.6%
	• Ridership (# Passengers; 20% Weight)	33.3M	34.3M	35.3M	34.5M	108.6% x 20% = 21.7%
	• Adjusted Operating Income excluding Fuel (\$M; 40% Weight)	\$(537)M	\$(502)M	\$(452)M	\$(449)M	150% x 40% = 60.0%

Company Performance: 60% + 20.5% + 21.7% + 24.6% = 126.8%

Note: In the *Passenger Railroad Investment and Improvement Act (PRIIA) of 2008*, Congress encouraged Amtrak to develop a pay for performance incentive program for Amtrak management employees (Sec. 223); Additionally, the *Government Accountability Office (GAO)* recommended that Amtrak explore and develop meaningful solutions to address competitive barriers to executive talent. Amtrak employee's individual contribution and impact remain an important part of Amtrak's pay for performance compensation philosophy ranging from 60% of individual award for administrative professionals down to 20% for some executives; ELT is 0% (i.e., solely driven by company performance)



STI Background, FY25 Award, & ELT and Officer Awards

Amtrak’s STI Award Background

In 2013, Amtrak adopted an annual STI program for our management team to align executive pay with Congress’ expectations of improving service, increasing productivity and maximizing resources. Our incentive plan is designed to meet these objectives as well as be competitive with market practice.

Our STI plan is funded by redirecting our total rewards spend from non-performance, non-market-based benefit payments to *former* employees no longer with the company (pension, retiree healthcare) to performance- and market-based incentive compensation to retain our *current* employees and attract the *future* employees needed to increase company performance.

If the pension and retiree healthcare plans were ongoing, future benefits costs would be nearly 250% higher than the incentive awards earned since program inception.

FY25 Award for all Management Employees

~4,100 management employees and ~\$106M in at-risk awards

FY21-FY25 STI Awards for ELT and Officers

Amtrak’s ELT compensation is lower across nearly all dimensions of compensation (pay progression, pay mix, pay level) vs. its comparator group made up of similarly sized for-profit companies as well as Government Sponsored Enterprises. The table below shows the earned at-risk awards in FY21-FY25.

In FY25, ELT elected to forgo 50% of their earned STI to partially fund one-time bonuses for frontline union employees.

Title*	FY21 STI Award	FY22 STI Award	FY23 STI Award	FY24 STI Award	FY25 STI Award
Amtrak Award % vs. Target (Actual)	106%	111%	88%	0%/33%	50%/127%
Market Award % vs. Target (Average)	99%	126%	110%	92%	TBD
Amtrak Award % (Below)/Above Market	7%	(15%)	(22%)	(92%/59%)	TBD
CEO	\$302,984	\$388,740	\$320,537	\$0	N/A
President	\$293,416	\$287,023	\$232,108	\$0	\$208,464
EVP Chief Financial Officer	\$261,523	\$287,023	\$236,867	\$0	\$165,478
EVP Chief Legal & HR Officer	\$257,840	\$277,592	\$226,821	\$0	\$175,369
EVP Chief Information Officer	\$241,288	\$267,688	\$216,775	\$0	\$174,227
EVP Capital Delivery	\$60,711	\$263,688	\$215,189	\$0	\$181,835
EVP Service Delivery & Operations	\$247,674	\$263,688	\$213,074	\$0	\$181,836
EVP Chief Safety Officer	\$242,387	\$260,954	\$213,074	\$0	\$162,815
EVP Strategy & Planning	\$233,234	\$251,100	\$205,143	\$0	\$126,317
EVP Chief Human Resources Officer	\$229,630	\$247,220	\$201,971	\$0	N/A
EVP Chief Commercial Officer	\$233,234	N/A	N/A	\$0	\$160,151
VP Controller	\$186,569	\$200,663	\$171,759	\$87,958	\$119,281
VP Govt Affairs & Corp Communications	\$177,936	\$187,733	\$160,692	\$0	\$116,888
VP Treasurer	\$148,682	\$156,867	\$134,272	\$70,824	\$95,813
Sr Associate General Counsel	N/A	N/A	N/A	\$25,514	\$34,517

Source: Market Award % estimated based on data from WTW – 2023 US Annual Incentive Plan Design Survey | 2024 Empsight 2024 Policies, Practices & Merit Survey – Key Highlights + FLSA Changes

*Awards listed are associated with the title of the individual at the end of the fiscal year in which the award took place (i.e. CEO William Flynn FY21, CEO Stephen Gardner FY22-FY24; CFO Tracie Winbigler FY21 – FY24; CFO Constantin Corneanu – FY25)

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FY2023 - FY2025 LTI Performance Outcomes

For the 2023 (FY23-FY25) LTI plan, we saw significant improvement in ridership (~12M more riders than FY22) and profitability along the NEC (~\$400M higher than FY22), and more internal capital deployed (nearly ~\$2.9B more than over 2020-2022). As a result of this strong performance, our ELT members received a full award and chose to 50% of their award.



Measured by delivering more trains to more places (~12M more riders than FY22) and efficiently deploying more capital with internal workforce which excludes large purchases (more than ~\$2.9B more internal capital than the prior 3 fiscal years)



Measured by returning the NEC to profitability since Covid (~\$125M higher than target and ~\$400M in more income than FY22)

OUR KEY ACTIONS	METRICS	THRESHOLD (50% Award)	TARGET (100% Award)	SUPERIOR (150% Award)	ACTUALS (FY25)	AWARD (FY25 % of total)
	• Internal Capital Spend (\$Bs, FY23; ~11% Weight)	\$1.19 B (77.5% of funds)	\$1.27 B (82.5% of funds)	\$1.39 B (90.0% of funds)	\$1.60B	130% x 11.1% = 14.4%
	• Internal Capital Spend (\$Bs, FY24; ~11% Weight)	\$2.15 B (76.5% of funds)	\$2.39 B (85% of funds)	\$2.63 B (93.5% of funds)	\$2.21B	81.3% x 11.1% = 9.0%
	• Internal Capital Spend* (\$Bs, FY25; ~11% Weight)	\$2.10 B (76.5% of funds)	\$2.33 B (85% of funds)	\$2.57 B (93.5% of funds)	\$2.11B	77% x 11.1% = 8.6%
	• Ridership (# Passengers; ~33% Weight)	29.2M	32.7M	36.1M	34.4M	115.6% x 33.3% = 38.5%
	• NEC Adjusted Operating Income (\$M; ~33% Weight)	\$0M	\$200M	\$250M	\$324.9M	130% x 33.3% = 43.3%

Company Performance: 14.4% + 9.0% + 8.6% + 38.5% + 43.3% = 113.9%

Note: In the *Passenger Railroad Investment and Improvement Act (PRIIA) of 2008*, Congress encouraged Amtrak to develop a pay for performance incentive program for Amtrak management employees (Sec. 223); Additionally, the *Government Accountability Office (GAO)* recommended that Amtrak explore and develop meaningful solutions to address competitive barriers to executive talent



LTI Background, FY25 Award, & ELT and Officer Awards

Amtrak’s LTI Award Background

In 2013, Amtrak adopted a three-year cash-based LTI program for our senior leaders. Each year, we grant our senior leaders an LTI opportunity that will pay out based on our achievement on internal financial and operational goals. The award will pay out, if earned, at the end of the three-year performance period. This plan design is consistent with market practice.

Our LTI plan is funded by redirecting our total rewards spend from non-performance, non-market-based benefit payments to *former* employees no longer with the company (pension, retiree healthcare) to performance, market-based incentive compensation to retain our *current* employees and attract the *future* employees needed to increase company performance.

Congress expects Amtrak to improve service, increase productivity and maximize resources. Our incentive program, like other Government Sponsored Enterprises, supports these outcomes and is at risk if the company or individual underperforms. For the 2023 (FY23-FY25) LTI plan Amtrak improved company performance by 12M more riders than FY22, nearly \$400M in improved profitability along the Northeast Corridor than FY22, and nearly ~\$2.9B more internal capital deployed in FY23-FY25 than 2020-2022.

FY25 Award for Amtrak Senior Leaders

The ELT elected to receive 50% of their incentive award to partially fund one-time bonuses for the frontline union workforce. Award dollars from previously eligible non-ELT participants (~236 employees) was redirected to fully support frontline bonuses.

Source: Market Award % WTW – 2017-2023 US Long-Term Incentive Practices

10 | Amtrak *Awards listed are associated with the title of the individual at the end of the fiscal year in which the award took place (i.e. CEO William Flynn FY21-FY21, CEO Stephen Gardner FY22-FY24; CFO Tracie Winbigler FY21 – FY24; CFO Constantin Corneanu – FY25)

FY21-FY25 LTI Awards for ELT and Officers

Amtrak’s ELT compensation is lower across nearly all dimensions of compensation (pay progression, pay mix, pay level; see market positioning – general considerations) vs. its comparator group made up of similarly sized companies as well as government sponsored enterprises. Below represent the at-risk awards for FY21-FY25 LTI plans.

In FY25, ELT elected to forgo 50% of their earned LTI to partially fund one-time bonuses for frontline union employees.

Title*	FY21 LTI Award	FY22 LTI Award	FY23 LTI Award	FY24 LTI Award	FY25 LTI Award @50%
Amtrak Award % vs. Target (Actual)	0%	0%	111%	112%	114%
Market Award % vs. Target (Average)	104%	112%	112%	TBD	TBD
Amtrak Award % (Below) Market	(104%)	(112%)	(1%)	TBD	TBD
CEO	\$0	\$0	\$305,808	\$398,288	N/A
President	\$0	\$0	\$243,084	\$288,779	\$150,027
EVP Chief Financial Officer	\$0	\$0	\$272,568	\$288,779	\$102,524
EVP General Counsel & Legal Officer	\$0	\$0	\$268,730	\$279,290	\$104,522
EVP Chief Information Officer	\$0	\$0	\$251,479	\$269,326	\$140,117
EVP Capital Delivery	\$0	\$0	\$243,084	\$265,301	\$139,091
EVP Service Delivery & Operations	\$0	\$0	\$175,265	\$265,301	\$137,724
EVP Chief Safety Officer	\$0	\$0	\$252,624	\$262,551	\$137,724
EVP Strategy & Planning	\$0	\$0	\$243,084	\$252,637	N/A
EVP Chief Human Resources Officer	\$0	\$0	N/A	\$154,419	N/A
EVP Chief Commercial Officer	\$0	N/A	N/A	N/A	\$89,503
VP Controller	\$0	\$0	\$194,448	\$206,014	N/A
VP Govt Affairs & Corp Communications	\$0	\$0	\$185,452	\$192,739	\$101,139
VP Treasurer	\$0	\$0	\$154,962	\$161,051	N/A
Sr Associate General Counsel	N/A	N/A	N/A	N/A	N/A

Our Process for At-Risk & ELT Programs



Our Process

- Management provides the Personnel and Compensation Committee with materials related to pay levels and program design for our ELT
- We make recommendations for ELT pay for approval by the Committee based on an individual's role and performance as well as recommendations for the program design
- Information presented by Management is reflective of competitive market practice and aligns with our long-term strategic plan
- Our Personnel and Compensation Committee, with support from the independent compensation consultant, reviews and approves recommendations with input from the administration as a key stakeholder

Use of Competitive Market Data

- Recognizing that Amtrak is unique as America's sole national passenger transportation company and recipient of once-in-a-generation capital projects, we use two peer groups: (1) 24 industry relevant publicly traded companies and (2) seven GSEs with public disclosure of the executive pay program.
- We believe these companies reflect the industry, scope and complexity of our business.

Size and Industry Relevant Public Company Peer Group					Government Sponsored Entities
• Alaska Air Group	• CSX Corp	• Hyatt Hotels	• MYR Group	• Spirit Airlines	• Farm Credit System • Federal Agricultural Mortgage Company • Federal Home Loan Mortgage Corporation • Federal National Mortgage Association • SLM Corporation • Tennessee Valley Authority • United States Postal Service
• Allegiant Travel Co	• Dycom Industries	• IES Holdings	• Norfolk Southern Corp	• Sterling Infrastructure	
• Arcosa	• Frontier Holdings Group	• JetBlue Airways Corp	• Norwegian Cruise Lines	• Tetra Tech	
• Astec Industries	• Granite Construction	• Marriott Vacations Worldwide	• Primoris Services Corp	• Tutor Perini Corp	
• Centuri Holdings	• Hilton Grand Vacations	• MasTec, Inc.	• SkyWest		

Note: Hawaiian Airlines was acquired and removed from the peer group. Information from regional transportation companies (pension, retiree healthcare) is not broadly available; Amtrak conducted a custom survey led by a third party to solicit such information from the 30 largest US transportation companies but only 5 respondents replied without the complete information (pension, retiree health) to incorporate into a broader analysis

Amtrak’s ELT Total Compensation is below the 25th percentile of our comparator groups

Comparator Group Considerations

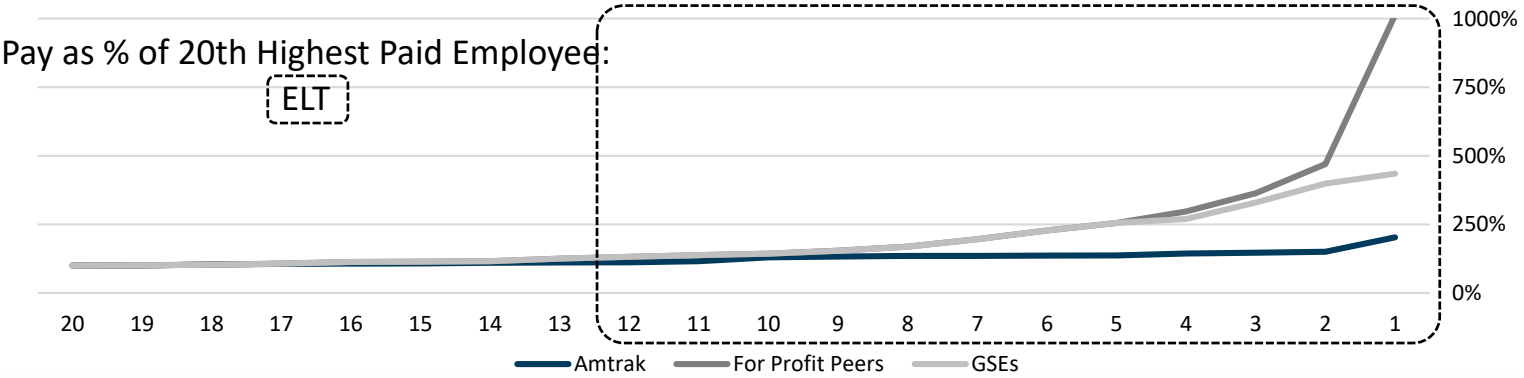
Amtrak makes the following considerations in our ELT pay program relative to the for-profit public company and GSEs:

- *Pay Progression*: ELT pay is similar to that of lower level executives, which results in greater internal pay compression than our comparators
- *Pay Mix*: A smaller portion of target total compensation is at-risk incentives than comparators
- *Pay Level*: Provide pay for our ELT that is below the 25th percentile of the for-profit peers (discounted to reflect our unique status as a for-profit organization with public ownership) and the GSEs

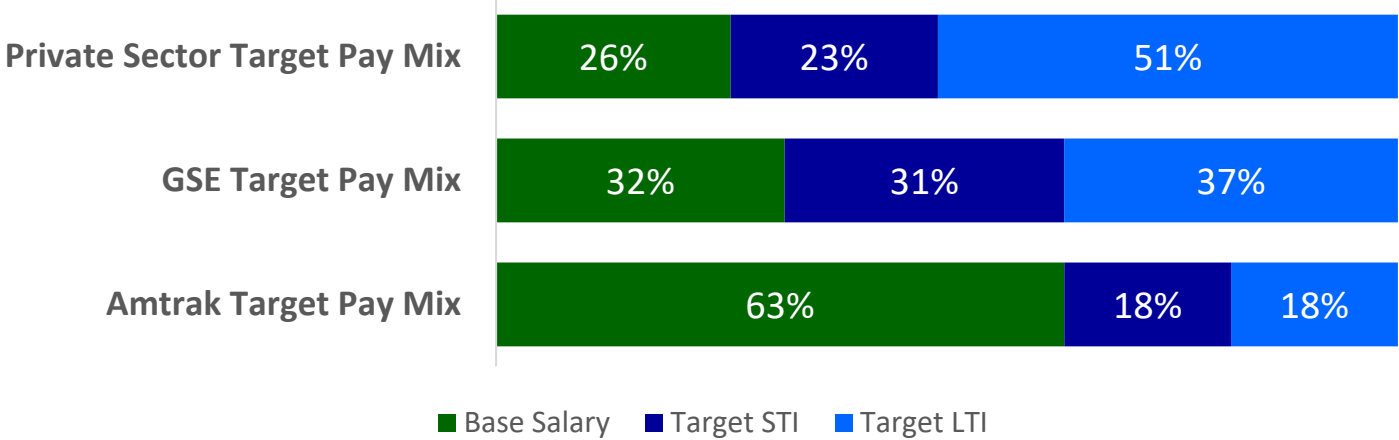
Amtrak Other Considerations

- *Talent*: Considerations given ~85% of executives coming from for profit companies with incentive plans (and without pension, retiree healthcare)
- *Business Mix*: Considerations given ~50% of revenue, ~33% ridership coming from profitable NEC service line

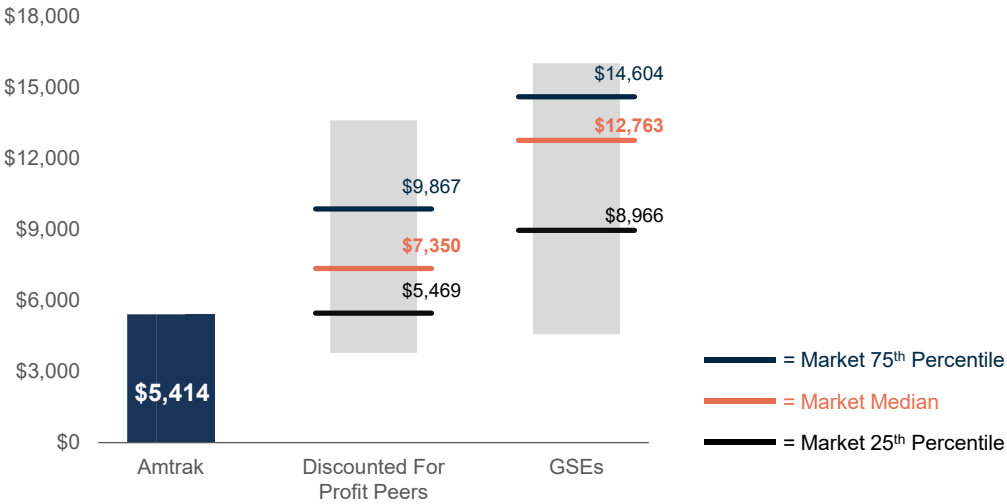
Comparator Group vs. Amtrak – Pay Progression
Preserve ELT’s Pay Progression **below both** for Profit Peers & GSEs



Comparator Group vs. Amtrak – Pay Mix (Base vs. Bonus STI + LTI)
ELT’s Incentive (STI + LTI) as % of Pay **below both** for Profit Peers & GSEs



Comparator Group vs. Amtrak – Pay Level
Preserve ELT’s Pay Level **below External** (75% of **both** for profit* peers, GSEs)



ELT and Officer Base Salary



FY21-FY25 Base Salary for ELT and Officers

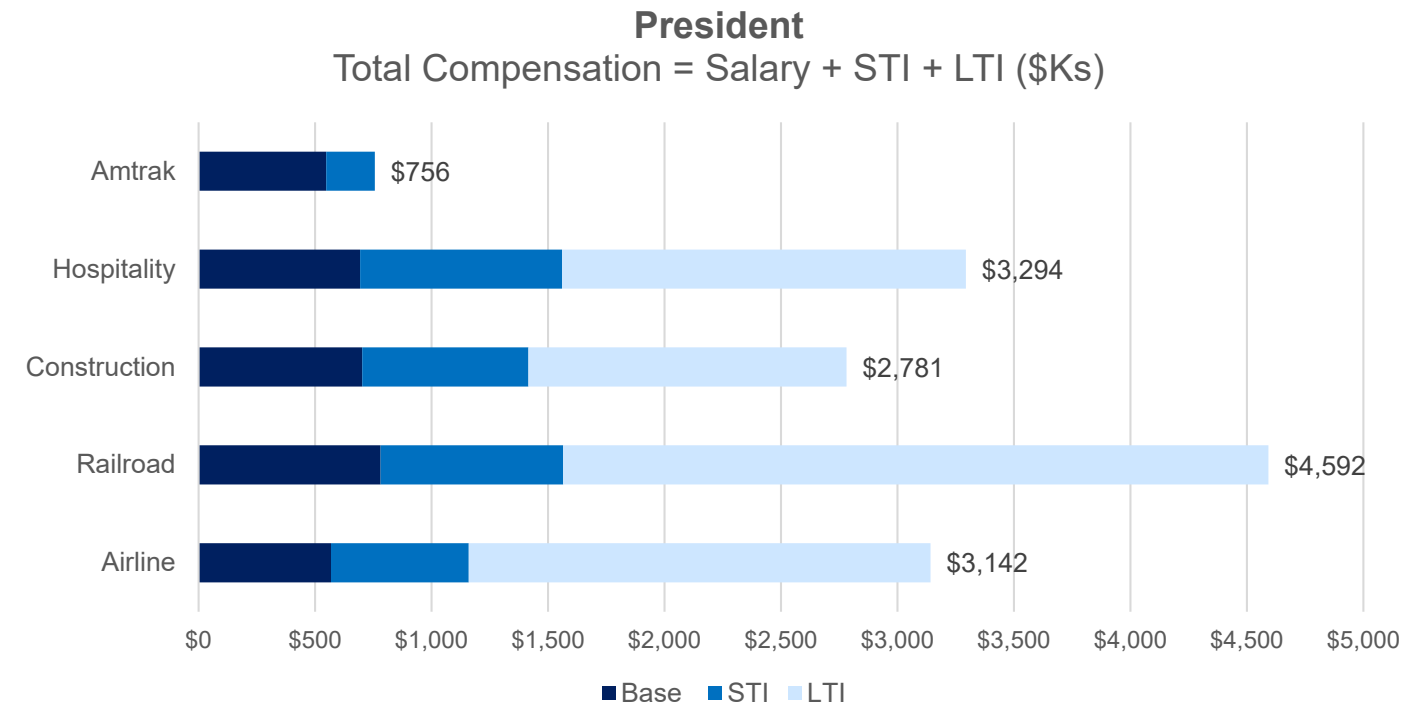
Amtrak's Executive Leadership Team (ELT) compensation is lower across all dimensions of compensation (pay progression, pay mix, pay level; see prior slide market positioning – general considerations) vs. its comparator group made up of similarly sized companies as well as Government Sponsored Enterprises. With reductions to performance based pay future considerations for alternative rewards need to be considered to mitigate attrition. Below represents base salary for ELT and Officers in FY21-FY25.

Title	FY21 Base Salary	FY22 Base Salary	FY23 Base Salary	FY24 Base Salary	FY25 Base Salary
CEO	\$475,000	\$475,000	\$485,000	\$490,000	N/A
President	\$460,000	\$430,500	\$439,000	\$479,000	\$548,000
EVP Chief Financial Officer	\$410,000	\$430,500	\$448,000	\$470,000	\$435,000
EVP General Counsel & Chief Legal	\$404,227	\$416,354	\$429,000	\$442,000	\$461,000
EVP Chief Information Officer	\$378,277	\$401,500	\$410,000	\$428,000	\$458,000
EVP Capital Delivery	\$365,650	\$395,500	\$407,000	\$432,000	\$478,000
EVP Service Delivery & Operations	\$388,289	\$395,500	\$403,000	\$432,000	\$478,000
EVP Chief Safety Officer	\$380,000	\$391,400	\$403,000	\$415,000	\$428,000
EVP Strategy & Planning	\$365,650	\$376,620	\$388,000	\$400,000	\$400,000
EVP Chief Human Resources Officer	\$360,000	\$370,800	\$382,000	\$413,000	N/A
EVP Chief Commercial Officer	\$365,650	N/A	\$390,000	\$400,000	\$421,000
VP Controller	\$350,990	\$368,540	\$379,596	\$379,596	\$392,882
VP Govt Affairs & Corp Communications	\$334,750	\$344,793	\$355,137	\$365,791	\$385,000
VP Treasurer	\$279,714	\$288,105	\$296,748	\$305,650	\$315,584
Sr Associate General Counsel	N/A	N/A	N/A	\$210,740	\$227,380

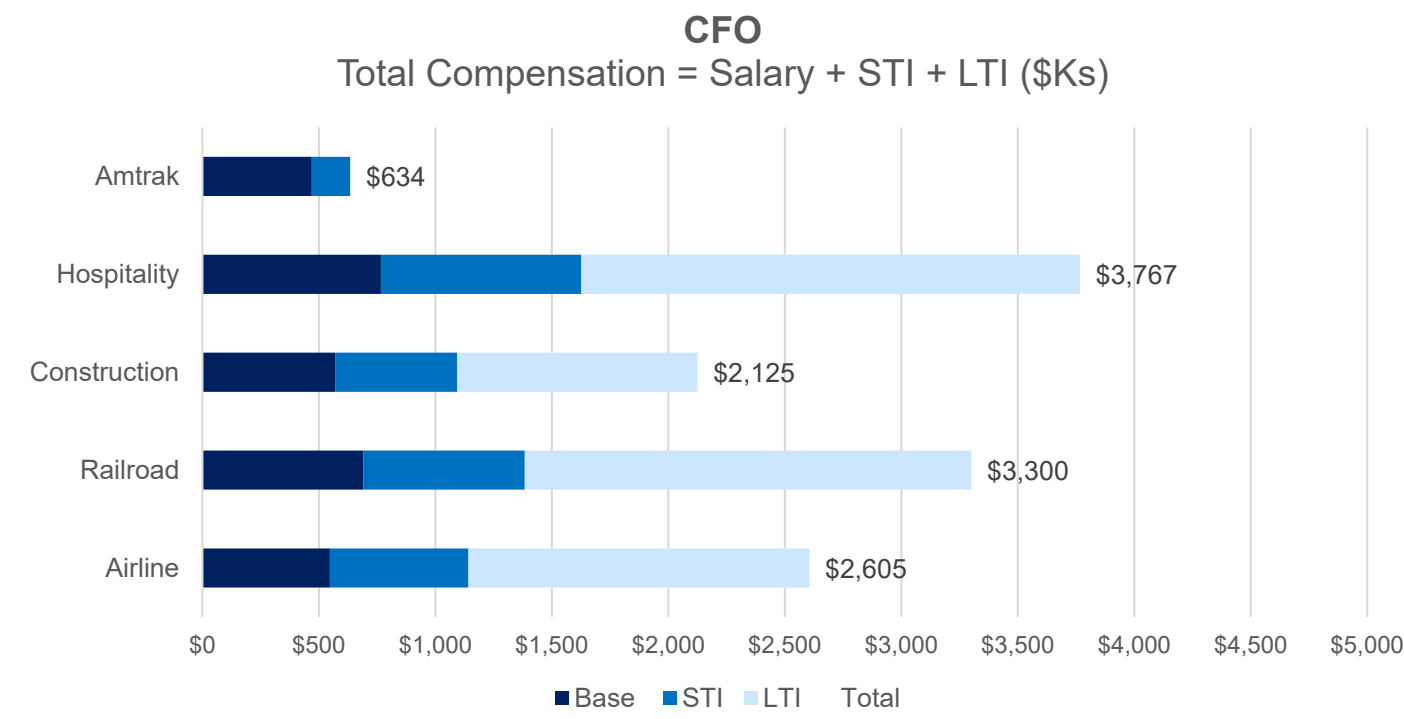


Market Positioning – President, CFO, General Counsel

Amtrak President FY’25 Actual Total Compensation is 4x-6x lower than target total compensation of similarly sized peers



Amtrak CFO FY’25 Actual Total Compensation is 3x-6x lower than target total compensation of similarly sized peers



Amtrak General Counsel FY’25 Actual Total Compensation is 2x-3.5x lower than target total compensation of similarly sized peers

