



A New Era for Rail: Bringing More Trains to More People

Amtrak Board Meeting:
Update to the Public

December 1, 2022
St. Louis, MO



Safety and Security Briefing



Emergency Preparation

Our physical address is

Who will call 911, and who is their backup?

Who is CPR/AED qualified?

Emergency equipment location

Evacuation plan



Evacuation

Communicate the need to evacuate

Follow facility evacuation plan

Assist those who may need help evacuating

Wait for permission to re-enter the facility



Situational Awareness

Proactively identify and mitigate hazards

Always be aware of surroundings

Follow rules and policies



Health and Welfare

Wellness is a priority

Take seasonal precautions

Isolate if sick



Security

See something, say something: call 800-331-0008 / text APD at 27311

Active Shooter: Flee, Hide, Fight

Display and verify proper ID on Amtrak property



Cybersecurity

Pay attention to phishing traps in emails

Don't click on links or attachments from unknown sources

Report all suspicious email and cyber incidents



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Amtrak – Fiscal Year 2022: By the Numbers

- 22.9 million trips
- 7 million new customer trips
- 3,700+ new hires
- 11 new and returning services
- 10 major capital projects advanced
- Zero net-carbon emissions by 2045
- \$2.8 billion in revenue
- Achieved \$145 million reduction in operating loss over plan

Roanoke passengers waiting to board on first day of increased service, July 11, 2022



Our Annual Operating Plan – FY 2023

FY 2023 Strategic Focus – Empower Our People to:

Drive Safety

- Safety Management System (SMS)
- Enhanced training
- Technology investments
- Expanded cyber capabilities
- Amtrak Police Department investments

Deliver World-Class Service

- Expand workforce
- Improve fleet availability
- Reduce Amtrak-caused delays and increase host railroad On-Time Performance
- Enhance digital tools
- Upgrade station environments and accessibility
- Evolve onboard product and service model
- Launch new Acela service

Grow Sustainably

- Modal shift & Greenhouse gas emissions
- Incorporate sustainability, reliability and growth into everything
- Cost control, revenue growth and prudent project management

Support and Expand Partnerships

- Strengthen and grow State, commuter and Host relationships
- Expand the National Network through FRA Corridor Identification Program
- Seek grant funding for key network and infrastructure project

Pillars

Safety &
Operations

Customer
Impact

People

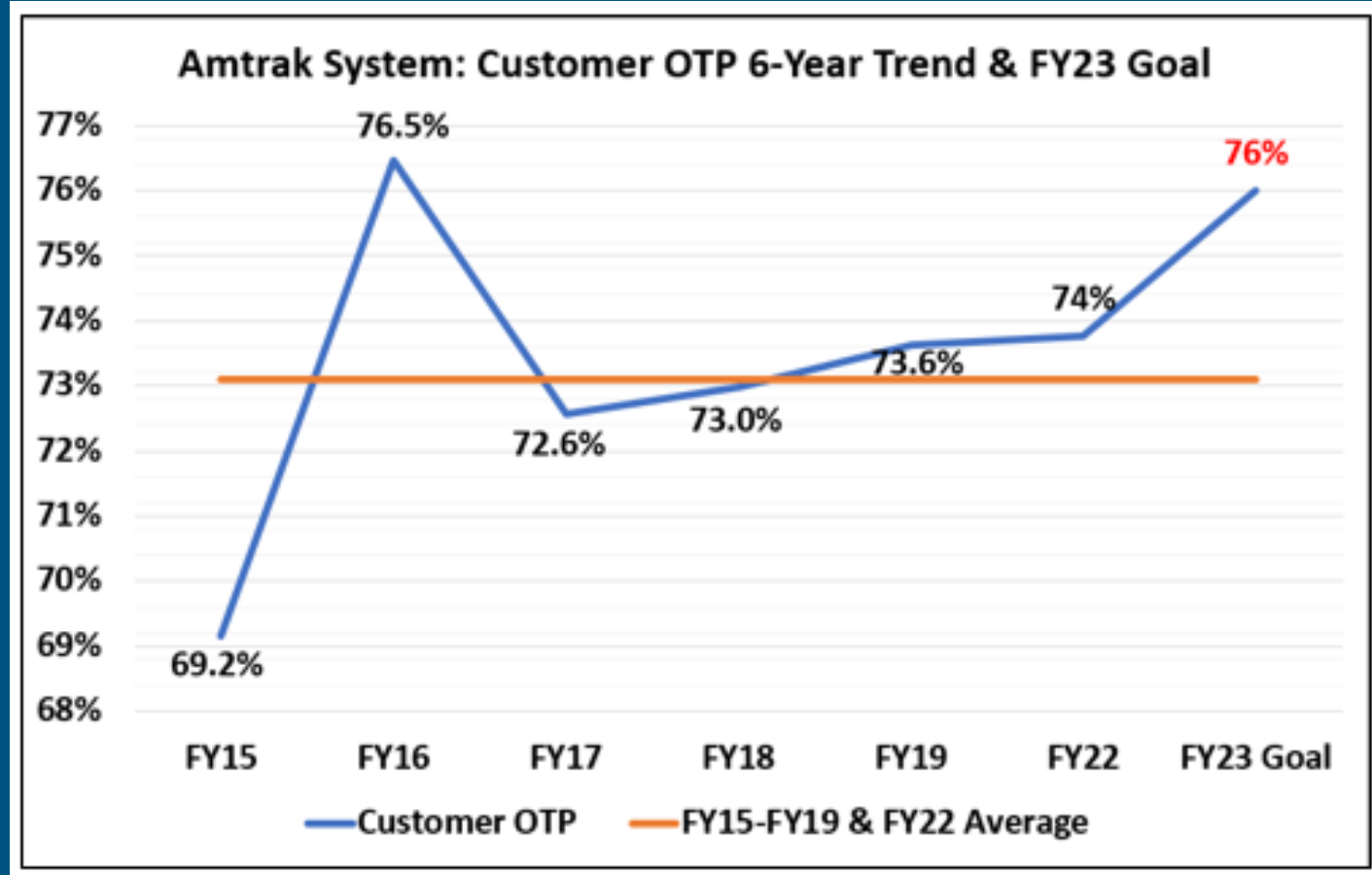
Strategy

Assets

Financial
Stewardship

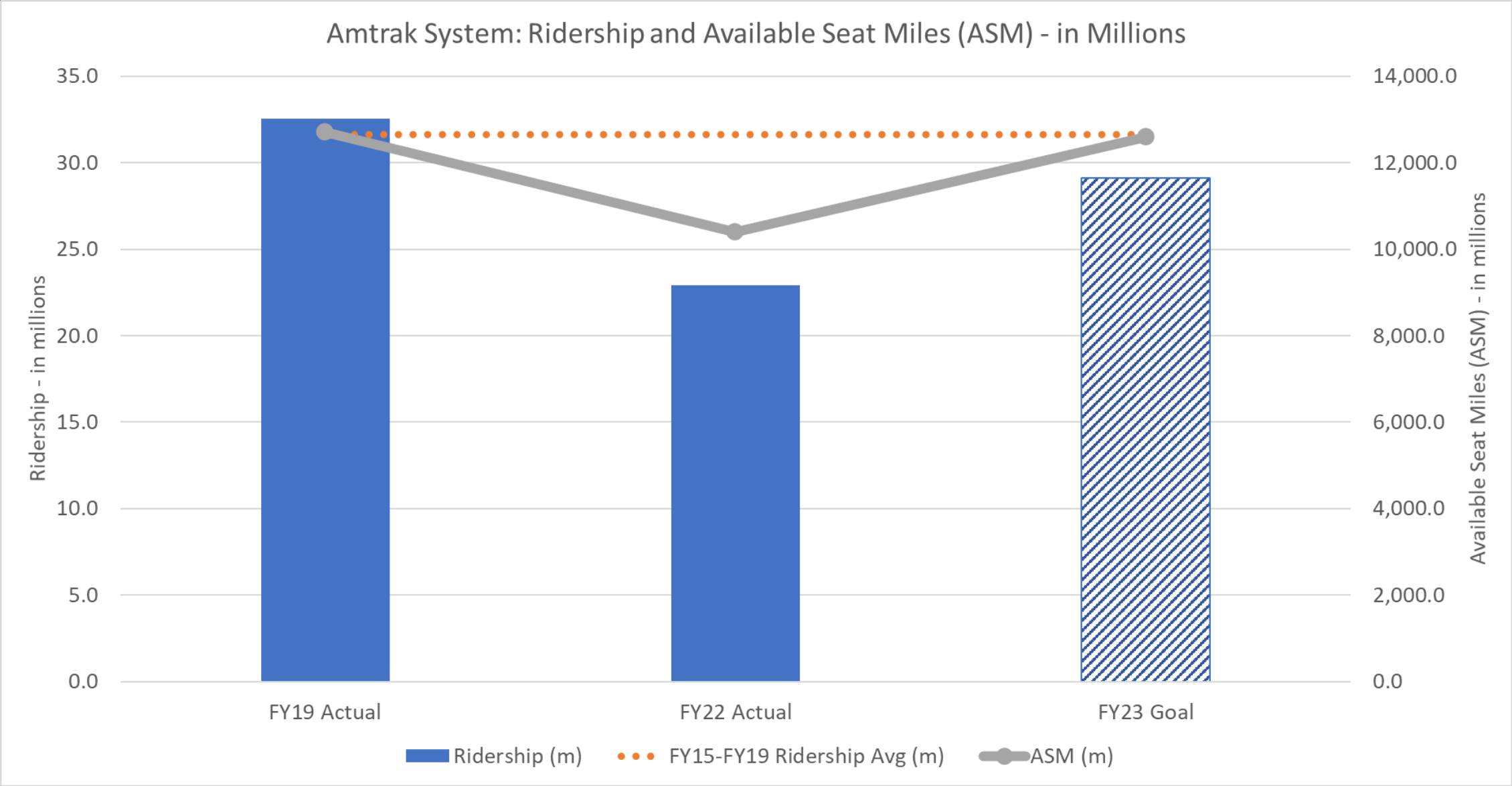
FY 2023: Customer On-Time Performance Goals

Metric	FY15-19 5-Year Average	FY22 Actual	FY23 Goal	FY23 Goal vs FY22 Actual
System Customer OTP	73	74	76	+2
- Acela Express	78	82	85	+3
- Northeast Regional	79	78	80	+2
- State Supported	77	79	80	+1
- Long Distance	45	44	50	+6



- FY 2023 OTP goals aim for year-over-year improvement across all service lines

FY 2023: Ridership & Available Seat Miles (ASMs)



Growing Our Team: 3,100+ New Hires Planned in FY 2023



Improving the Customer Experience Across the Amtrak Journey



FY 2023 Key Financial Highlights

- FY 2023 continues demand recovery, with return to growth above pre-pandemic levels in FY 2024
- Amtrak is building capacity to support record-level investments enabled by the Bipartisan Infrastructure Law (“IIJA”):
 - Staff
 - Equipment
 - Systems
 - Partnerships
- Increasing Capital spend by over 60% Y/Y with a focus on advancement of large capital programs
- Facing increased inflationary pressure in FY 2023
- Improving bottom line Adjusted Operating performance by 3% Y/Y

Financial Update: FY 2023 Adjusted Operating Plan

<i>(\$s in Billions)</i>	AOP FY 2023	Fav/(Unfav) vs FY 2022 Actual
Adjusted Ticket Revenue	\$2.2	24.9%
Total Operating Revenue	\$3.3	17.0%
Total Operating Expense	\$4.2	(12.3%)
Total Capital Spend	\$3.6	61.0% <i>Increase in Expense</i>

Capital Delivery – Building Our Capacity to Grow Sustainably

New department centralizes the core “business” of capital project delivery



Scale up
by leveraging
the industry
through
innovative
**Delivery
Strategy**



Holistic
approach to
**Project
Development**
to speed up
delivery,
effectively and
efficiently



Project Centric
Execution to
improve
Accountability:
safely deliver
quality assets
on time, and **on**
budget



Improved
Project Controls
and Project
Management
processed
to drive
consistent, high
performance

*Doubling the size of the Capital Delivery team to **TRIPLE** annual investment,
organized for increasing scale & speed of delivery*

Rebuilding Infrastructure

(Re)Building the Railroad includes major structure replacements in addition to annual renewal programs. Key Projects underway include:

- Gateway program (Hudson Tunnel Project) (NY/NJ)
- Baltimore & Potomac Tunnel replacement (MD)
- Connecticut River Bridge replacement (CT)
- East River Tunnel Rehabilitation (NY)
- \$33B State of Good Repair Backlog

FY23 Highlights:

- Annual Plan: \$1.38B (141 active projects with \$22B total Life of Project)



Renewing the Fleet

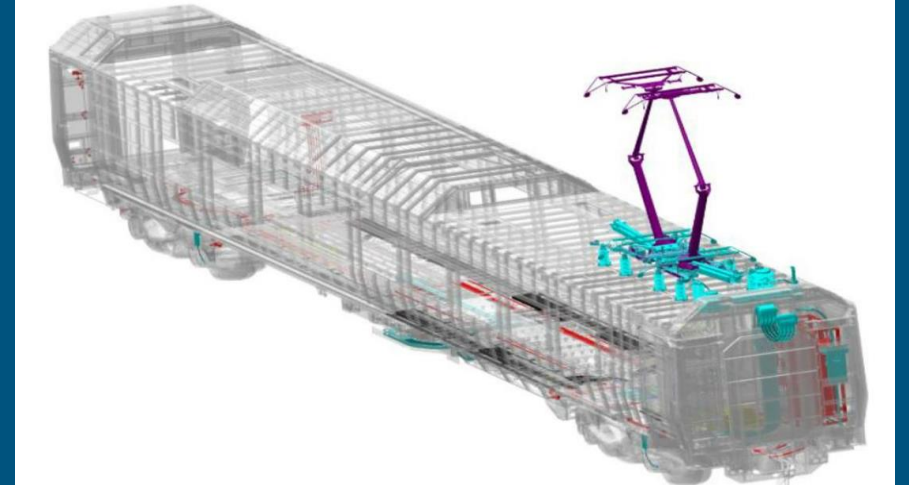
Much of the Amtrak passenger train fleet is approaching the end of its useful service life. **Key Programs include:**

- New Acela High-Speed Trainsets (late 2023)
- New Intercity Trainsets (Regional) (2026)
- Long Distance Fleet Replacement (early 2030's)
- Bring Maintenance Facilities to Modern State of Good Repair

FY23 Highlights:

- Annual Plan: \$817M (40 active projects with \$8B total Life of Project)
- Initiate Long Distance Fleet Replacement program

Notional schedule for Maintenance Facilities



Modernizing Major Stations

Opportunity for generational investment in stations to expand capacity and enhance customer experience. Key Programs include:

- NY Penn Station Rehabilitation & Expansion (NY)
- Baltimore Station (MD)
- Philadelphia's 30th Street Station (PA)
- Chicago Hub Improvement Program (CHIP)

FY23 Highlights:

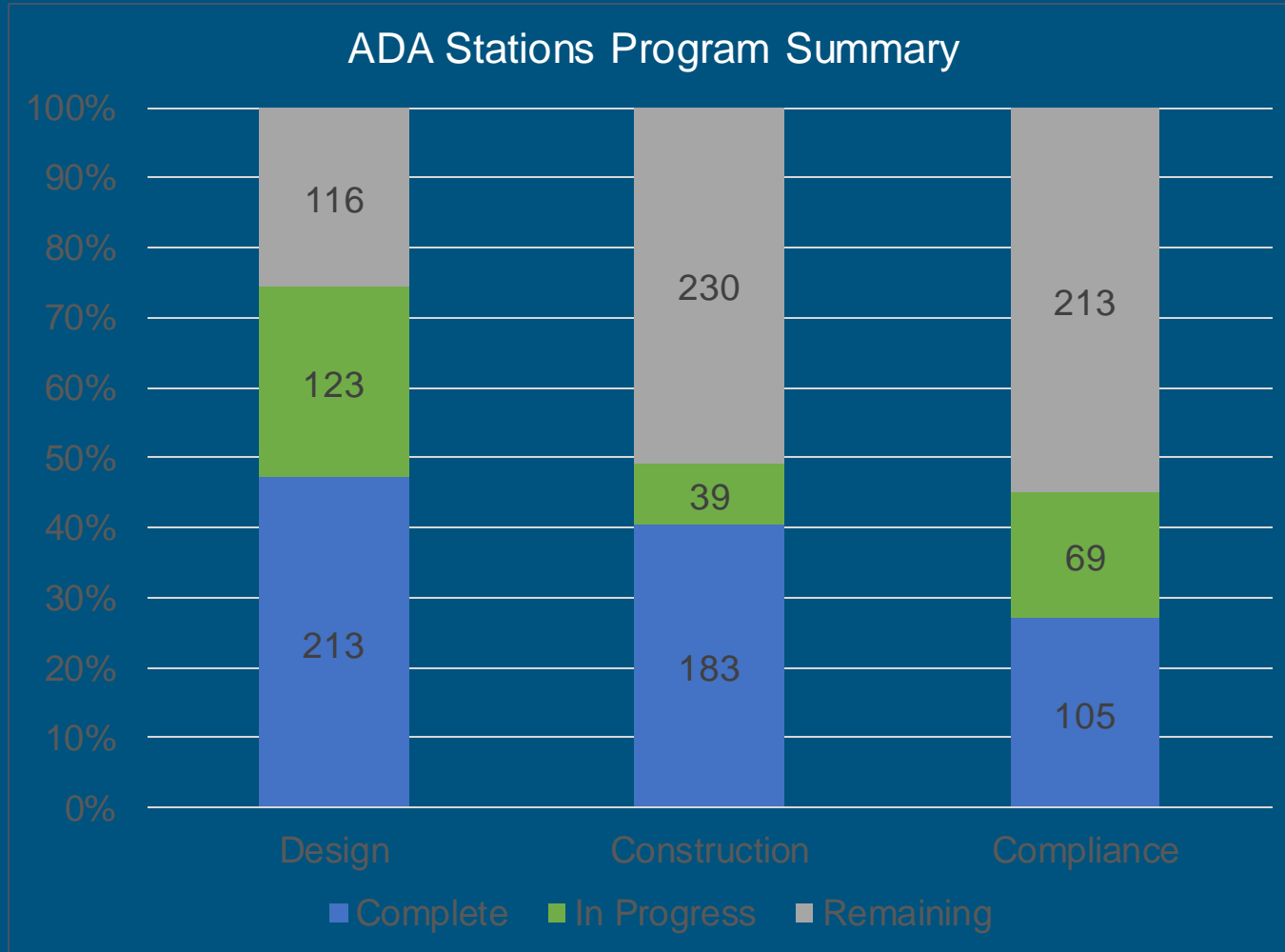
- Annual Plan: \$215M (18 active projects with \$12.8B total Life of Project)
- Chicago Union Station: Mail Platform Final Design and Concourse Modernization Preliminary Engineering
- Preliminary Engineering for NY Penn Station Rehabilitation and Expansion





ADA Stations Program

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Note: Multiple stations have more than one project to bring them into full compliance. There are 452 discrete projects for the 387 stations.

- 387 Stations where Amtrak has some or all ADA responsibility
- 105 Stations where Amtrak has completed all ADA responsibility, 69 where all but the platform are compliant
- Stations program to be complete in FY29 (final projects beginning in FY28)
- \$580M actual spend to date with a further \$1.2B planned through the end of the program for a total investment of \$1.75B

Amtrak ADA Stations Program FY 2022 & 2023



Q&A



Thank You!

