

Amtrak Public Board Meeting

May 2026



Emergency Preparedness

Our physical address is 20 F Street, DC

Who will call 911, and who is their backup?

Who is CPR/AED qualified?

Know the location of emergency equipment.



Evacuation

Communicate the need to evacuate.

Follow the Facility Emergency Plan (FEP).

Know your evacuation plan/route & muster point.

Assist those who may need help evacuating.

Wait for permission to re-enter the facility.



Safety Reporting

Proactively identify & report unsafe conditions or behaviors.

Use AVSRS through the Safety page on All Aboard or download the Enablon Go mobile app.

Report all safety concerns.

Questions contact Systemsafety@amtrak.com



Health and Wellbeing

Take healthy actions:

Physical Activity

Healthy Nutrition

Adequate Sleep

Mental Well-being

Stay up to date with preventive services.

Take time to refresh & recharge.



Security

If You See Something, Say Something®. Call 800-331-0008 / text 27311.

Active Shooter: Run, Hide, Fight.

Always be aware of surroundings.

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 to the Amtrak Service Desk:

800-772-4357 or AmtrakServiceDesk@amtrak.com

Welcome

Anthony R. Coscia

Amtrak Chairman of the Board



President Roger Harris

In a planned transition, Harris will depart Amtrak on July 31.



Interim President Byl Herrmann

Herrmann will lead Amtrak while the Board conducts a search for a permanent CEO.



Chairman of the Board

Anthony R. Coscia



Vice Chairman of the Board

Joel Szabat



U.S. Transportation Secretary Designee

Steven G. Bradbury



Ronald L. Batory



David M. Capozzi



Lanhee J. Chen, Ph.D.



Elaine M. Clegg



Christopher C. Koos



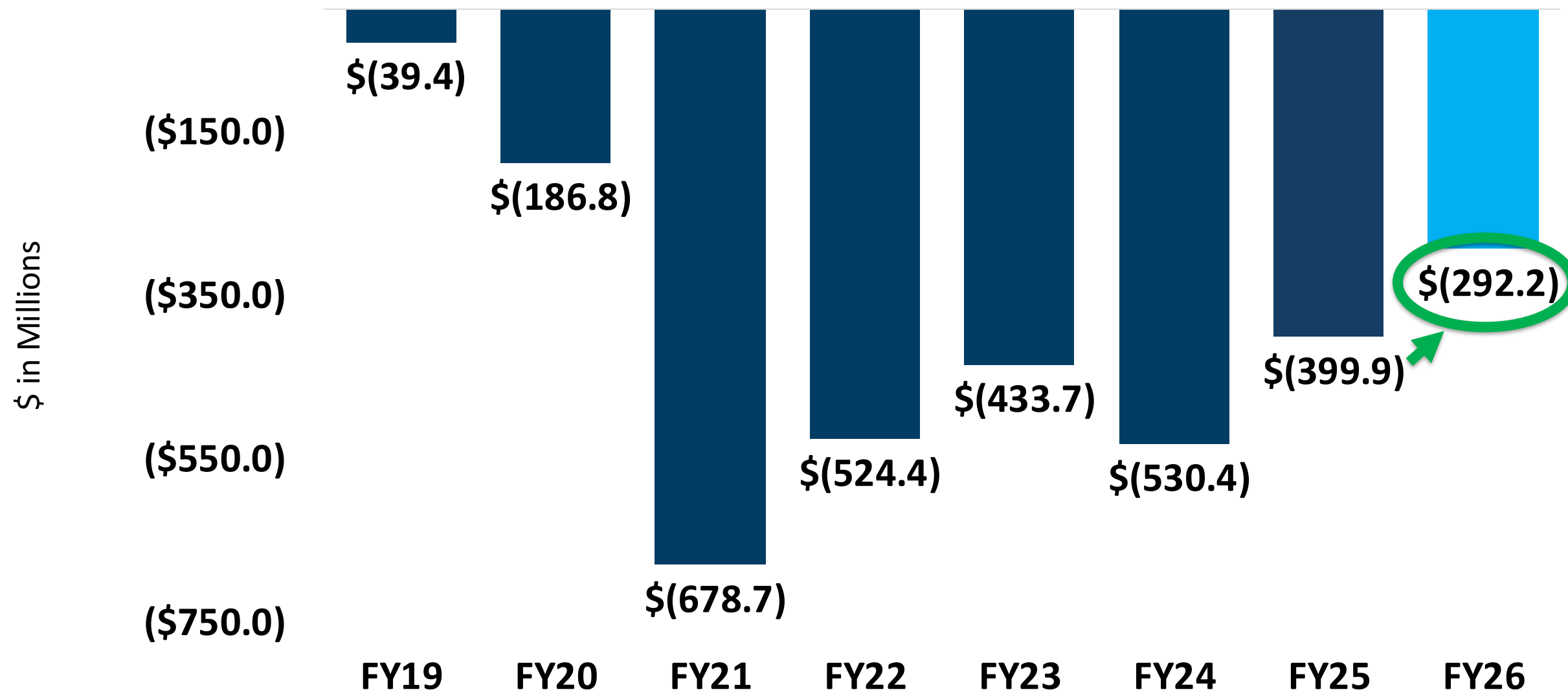
Robert A. Gleason, Jr.

Financial Report

Costin Corneanu

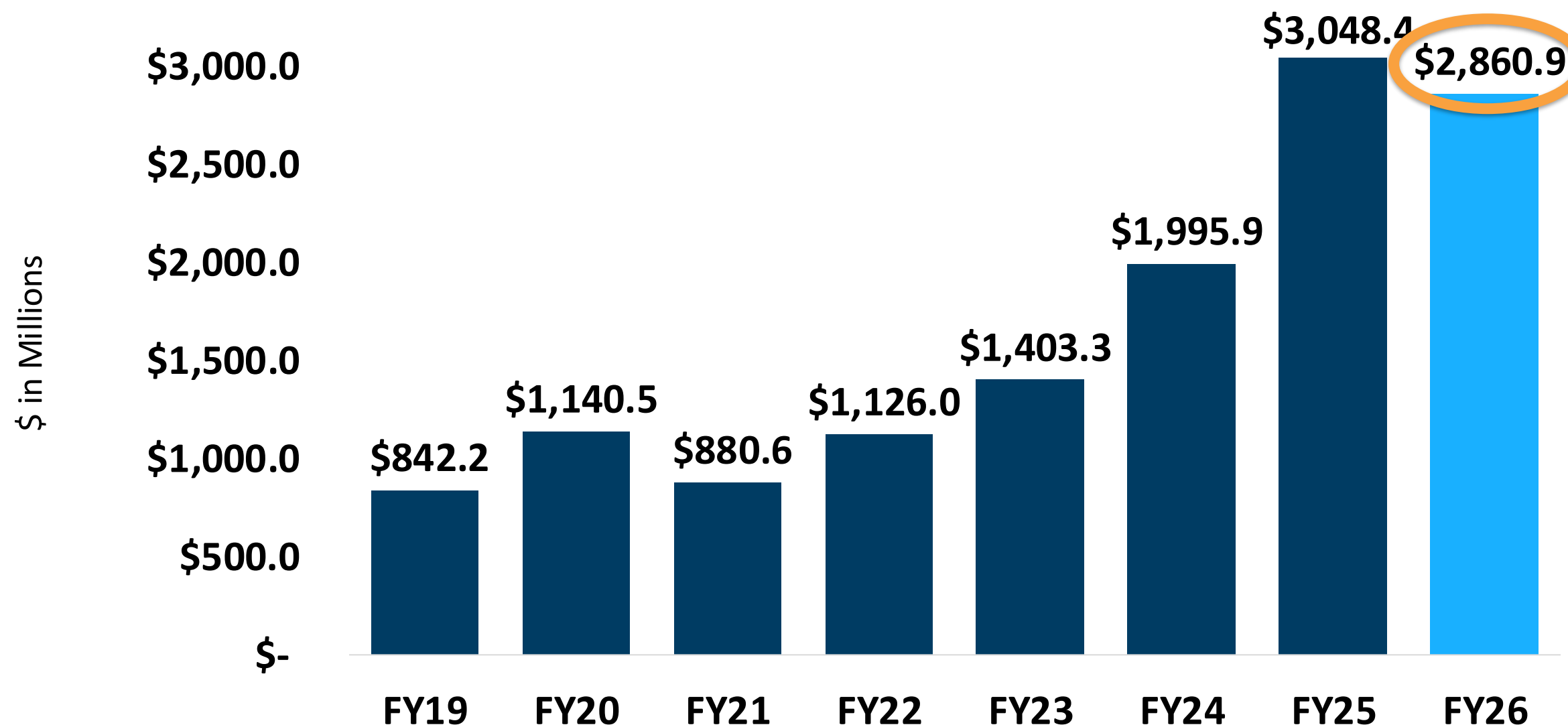
EVP & Chief Financial Officer

Adjusted Operating Results are **\$107.7MM favorable** YoY



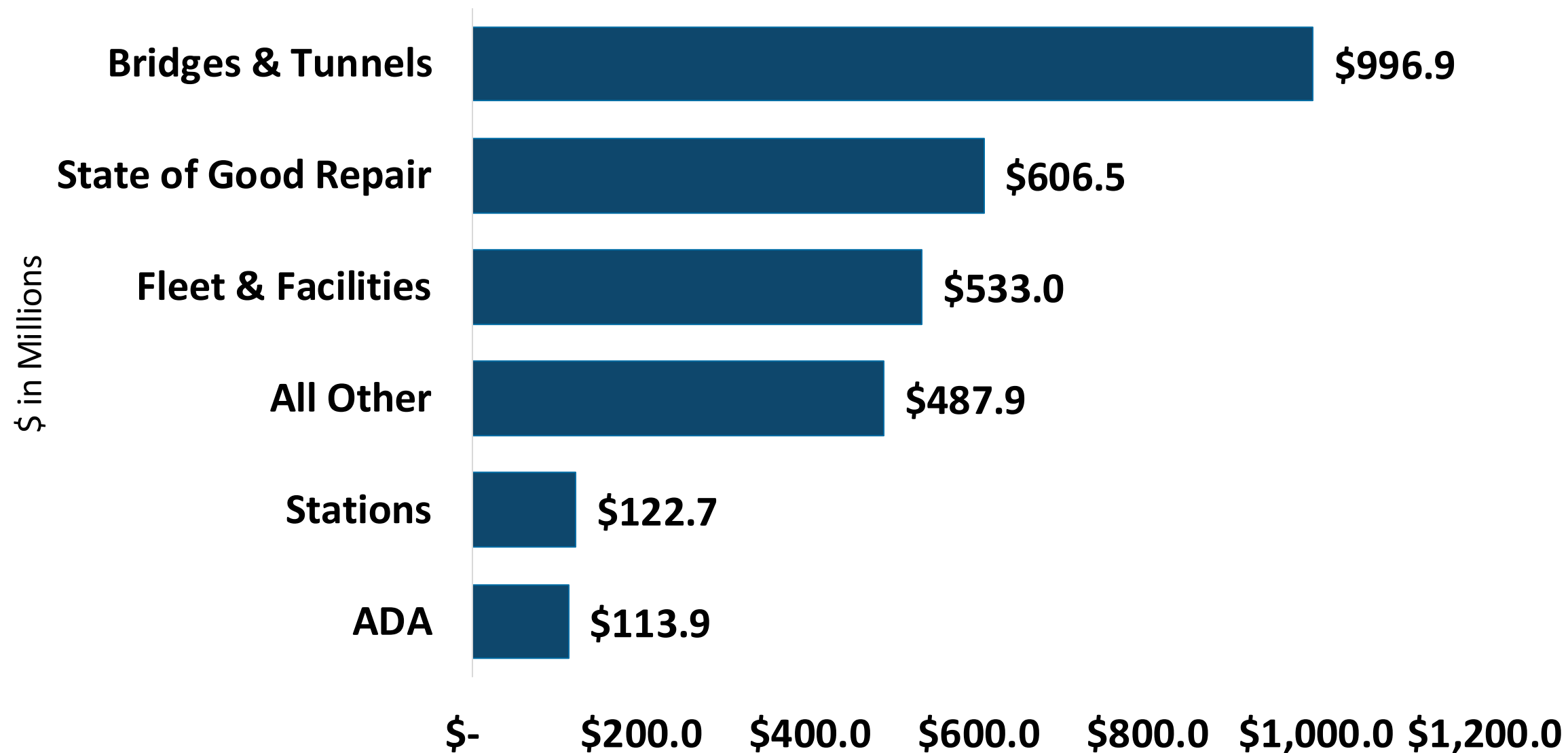
- **\$22.6MM** favorable to plan
- Strong ticket revenue across network
- Unfavorable labor and benefit costs

\$2,860.9MM invested YTD; (\$187.5MM) or (6.2%) lower YoY



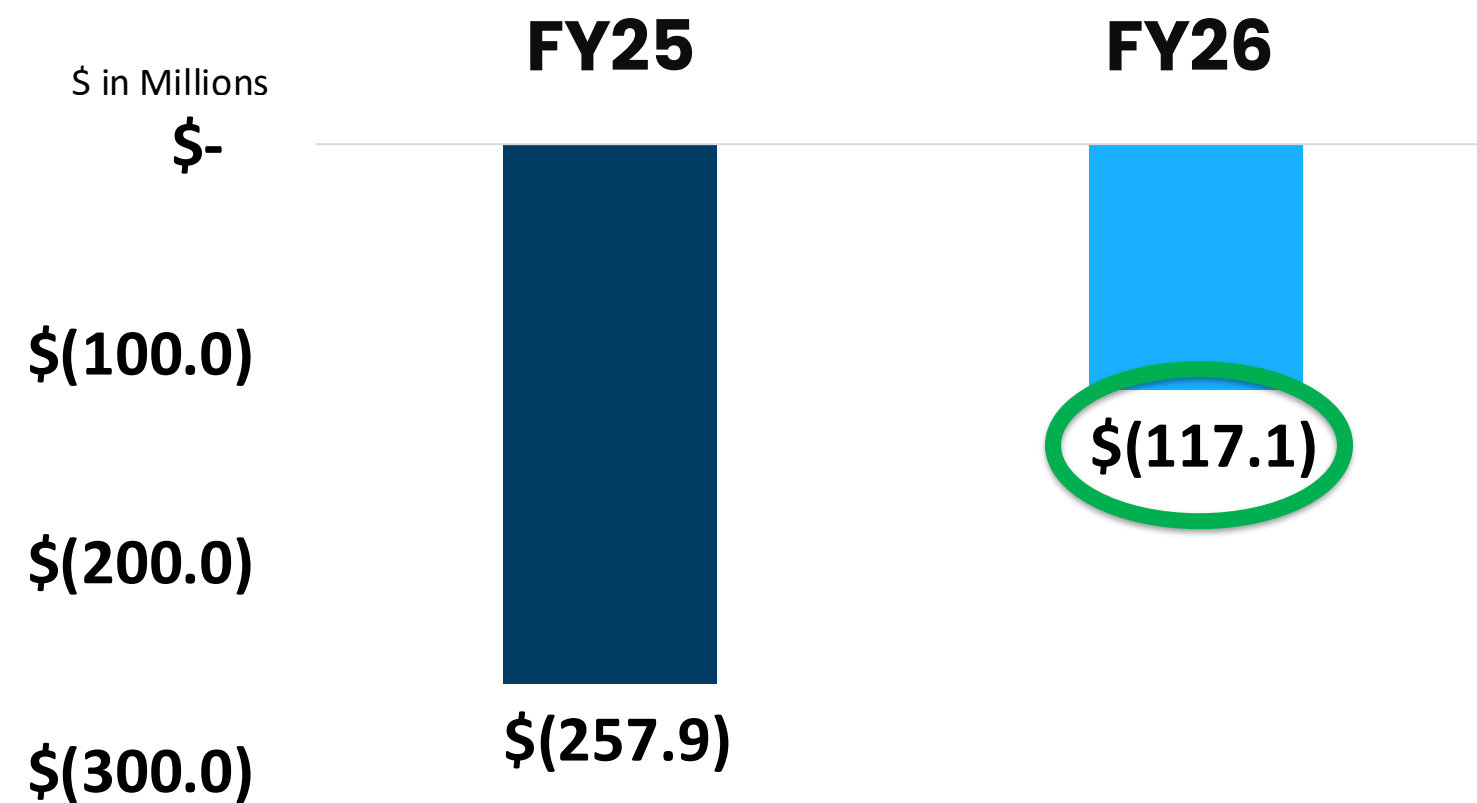
- **(\$792.3MM) or (21.7%)** lower than plan
- Bridges and Tunnels, Reflecting, and Facilities delays

\$2,860.9MM invested YTD; **(6.2%) lower** YoY



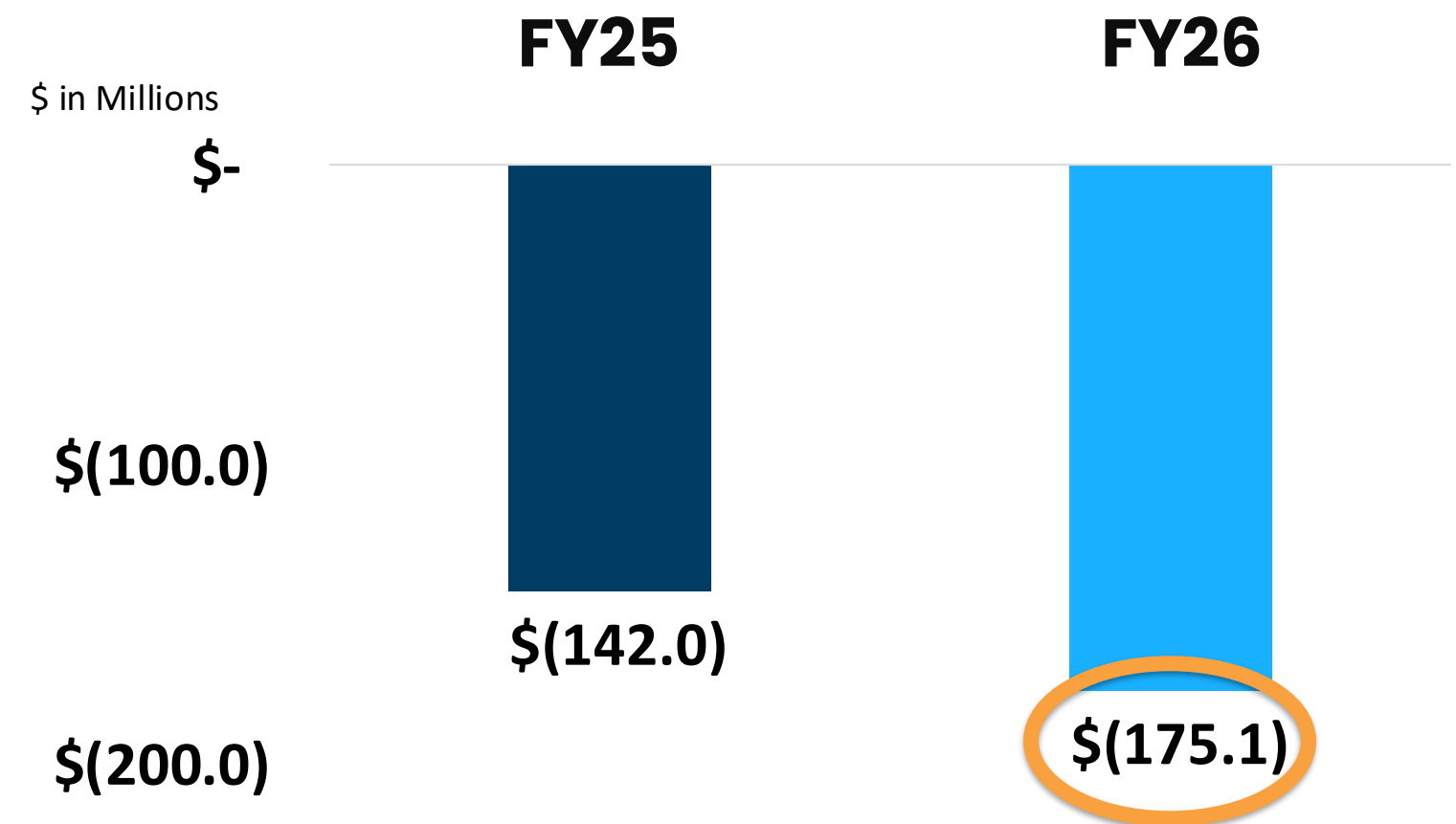
- Advancement in large projects, state of good repair and fleet expansion

Passenger Operations



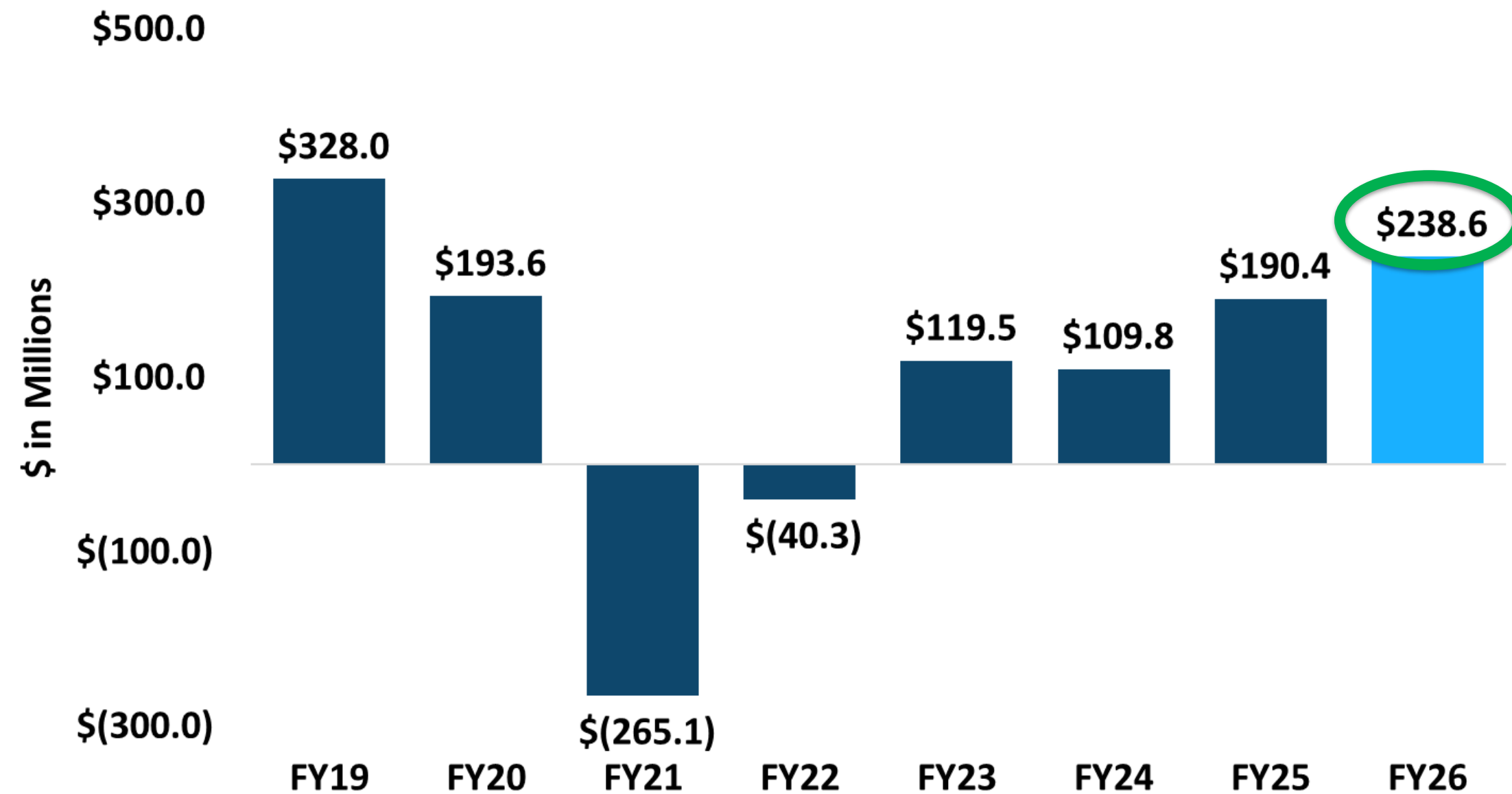
- **\$140.8MM** favorable YOY
- **\$78.4MM** favorable to plan.

Infrastructure



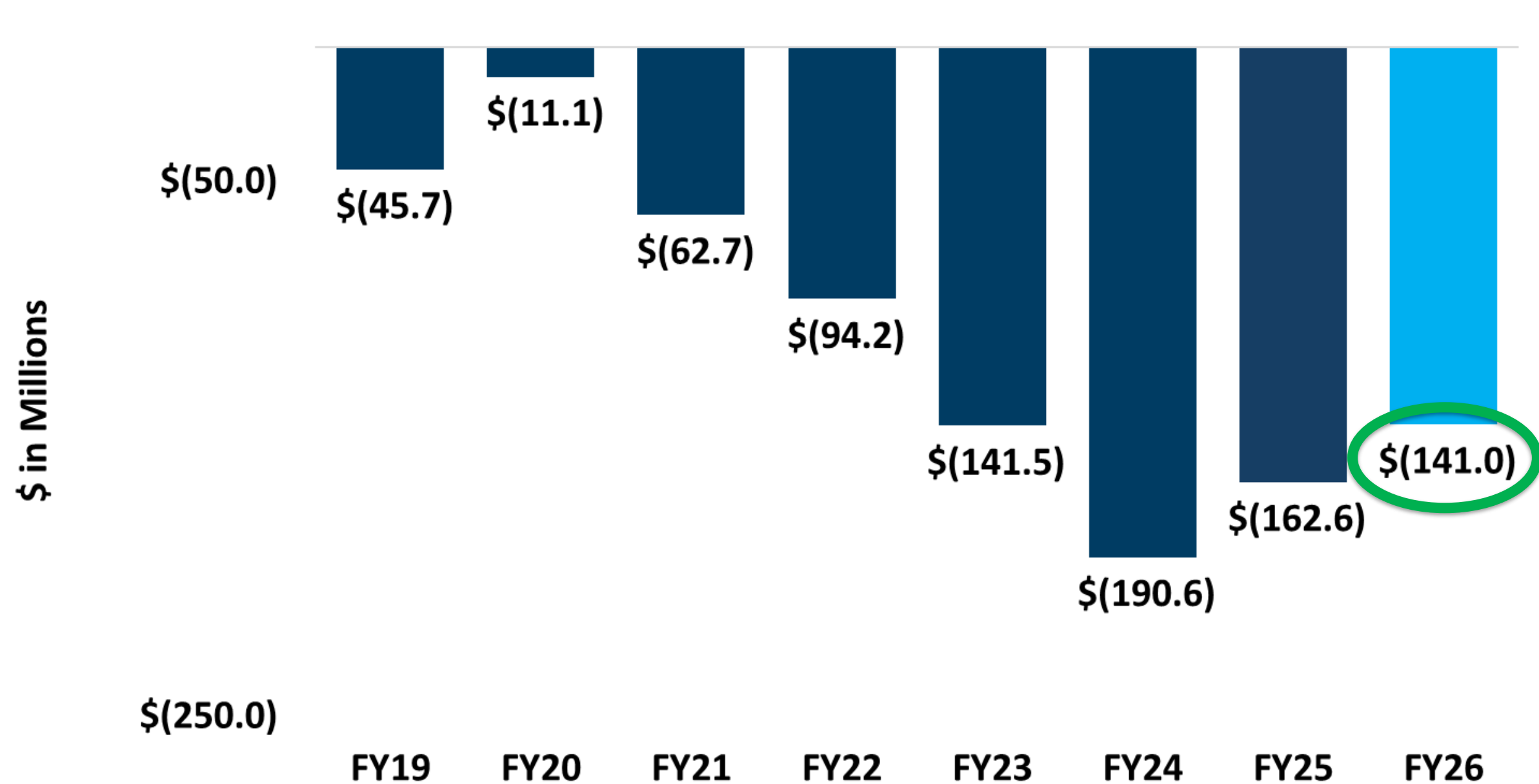
- **(\$33.1MM)** unfavorable YOY
- **(\$55.9MM)** unfavorable to plan

Adjusted operating results \$48.2MM favorable YoY



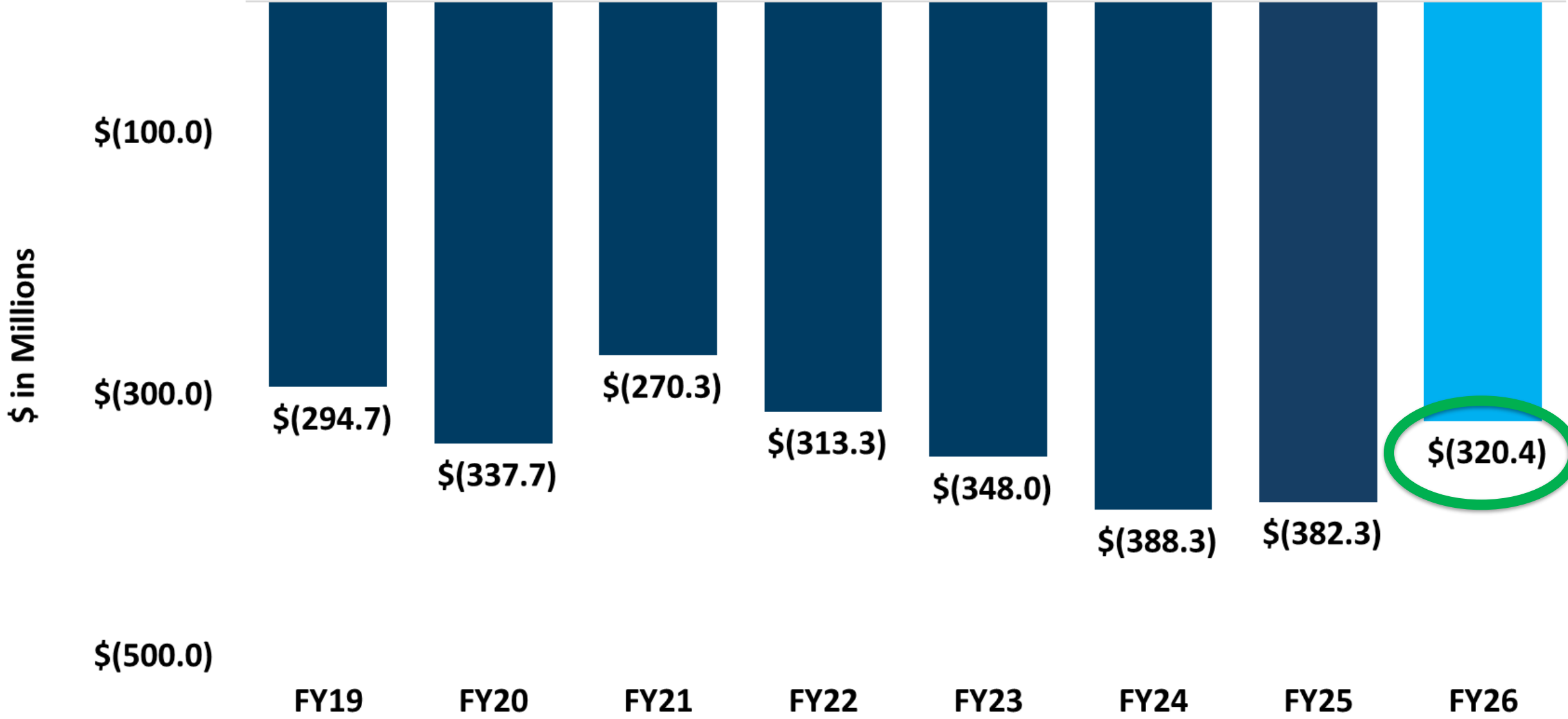
- **(\$7.6MM)** unfavorable to plan
- Strong revenue and cost containment efforts

Adjusted operating results \$21.6MM favorable YoY



- **(\$18.2MM)** unfavorable to plan
- Chicago–St. Louis, Illin, and Illinois Zephyr showed strong performance year over year
- Keystone Service, Maple Leaf and Floridian underperformed

Adjusted operating results \$62.0MM favorable YoY



- **\$40.8MM** favorable to plan
- Year over Year improvement on the California Zephyr, Silver Star, and Empire Builder routes

Commercial & Operations Report

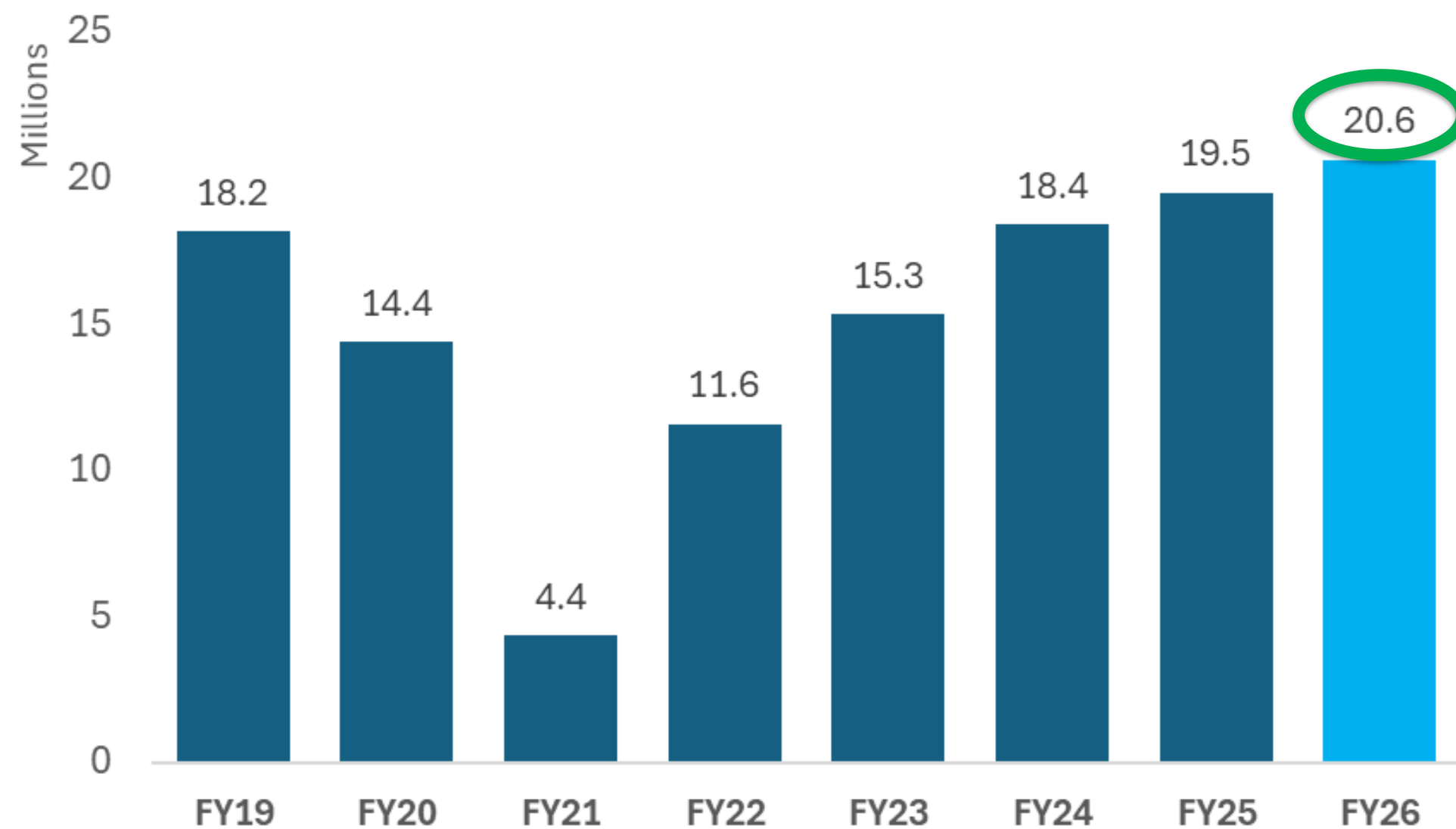
Eliot Hamlich

EVP & Chief Commercial Officer

Gery Williams

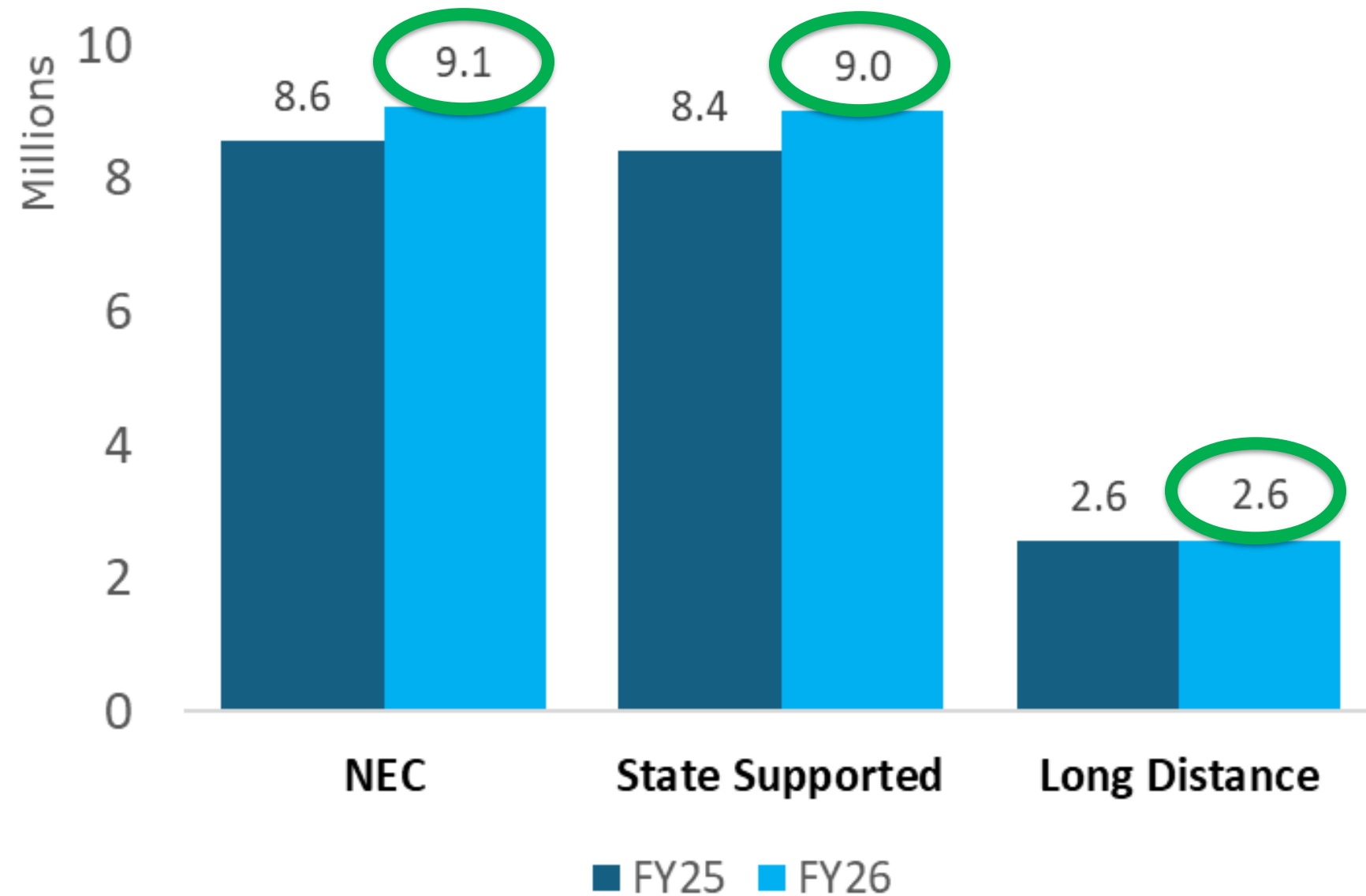
EVP & Chief Operations Officer

FY26 YTD (through April) Ridership is **1.1m higher (5.7%)** YoY



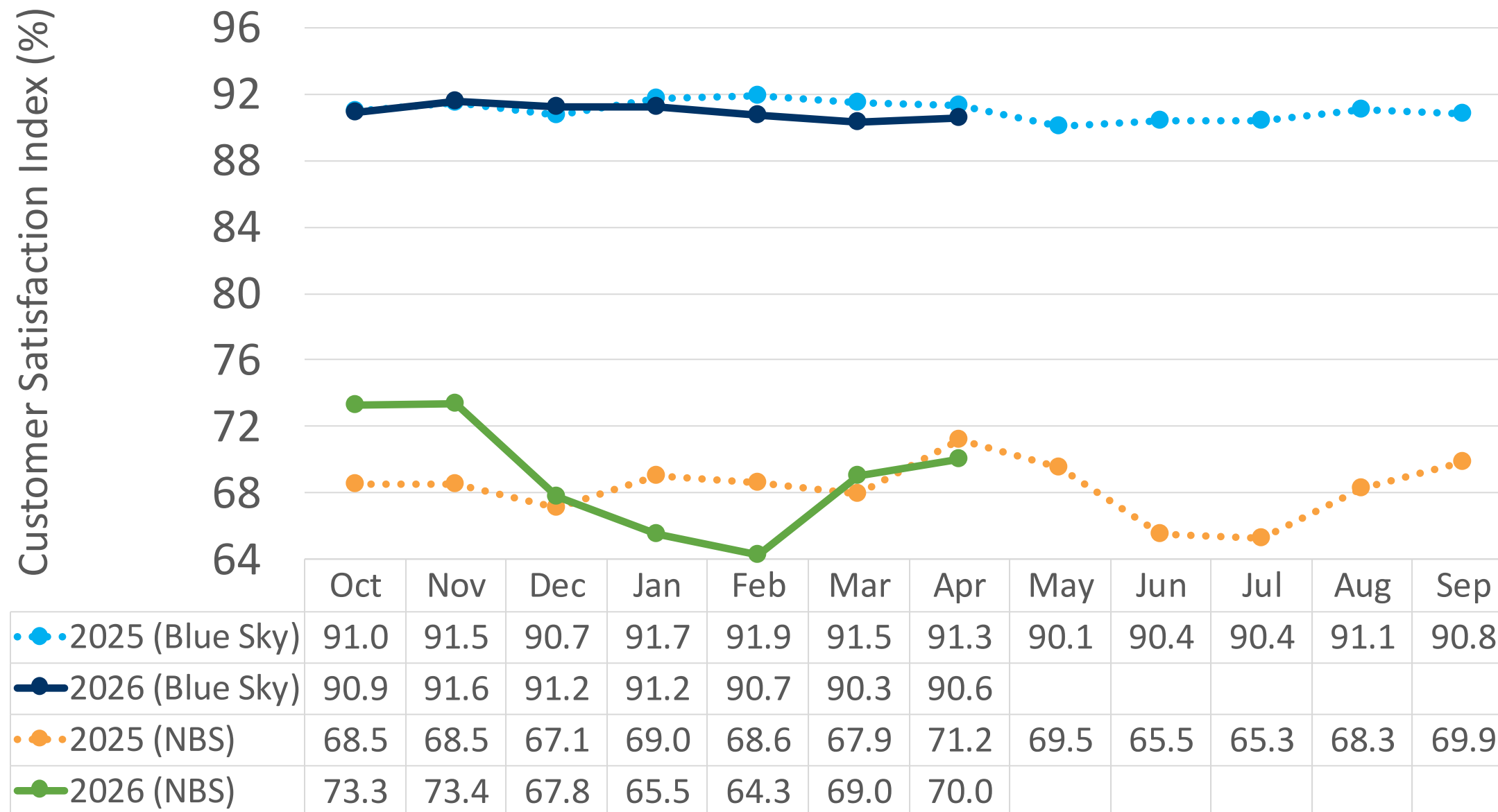
- Unfavorable to plan by **-22k (-0.1%)** riders
- Key drivers include:
 - Delayed NextGen Acela rollout and NEC track work outages
 - Offset by overall demand strength across the network
 - Service restorations in California State routes
- May Ridership estimated to overachieve FY25 by **+10.5%**, though underperform plan by **-0.5%**

FY26 Ridership is favorable YoY for all service lines



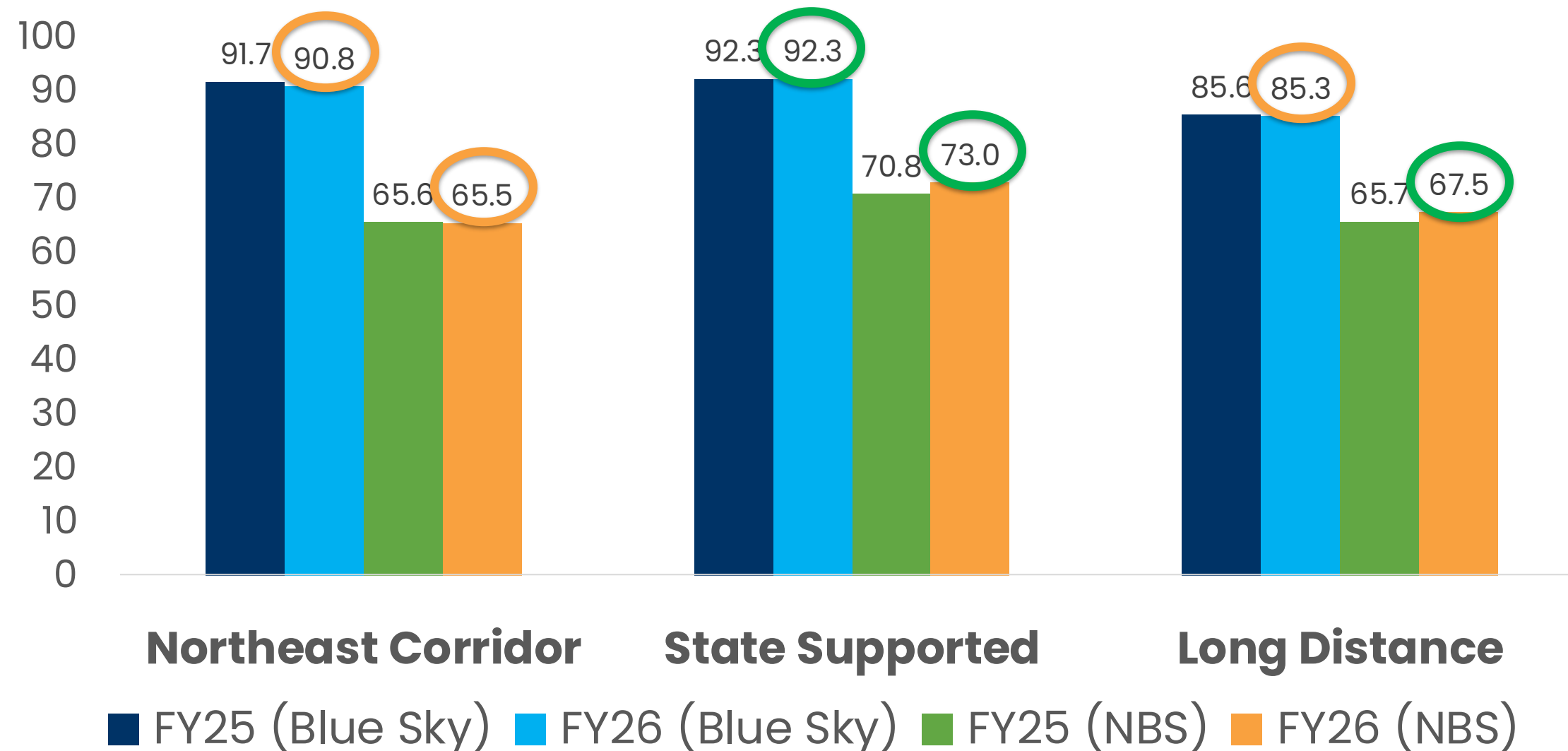
- Northeast Corridor
 - **+503k** vs. last year **(+5.9%)**
 - **-549k** vs. plan **(-5.7%)**
- State Supported
 - **+592k** vs. last year **(+7.0%)**
 - **+491k** vs. plan **(+5.8%)**
- Long distance
 - **+24k** vs. last year **(+0.9%)**
 - **+35k** vs. plan **(+1.4%)**

Blue Sky and Non-Blue Sky CSI exceed goal FYTD through April



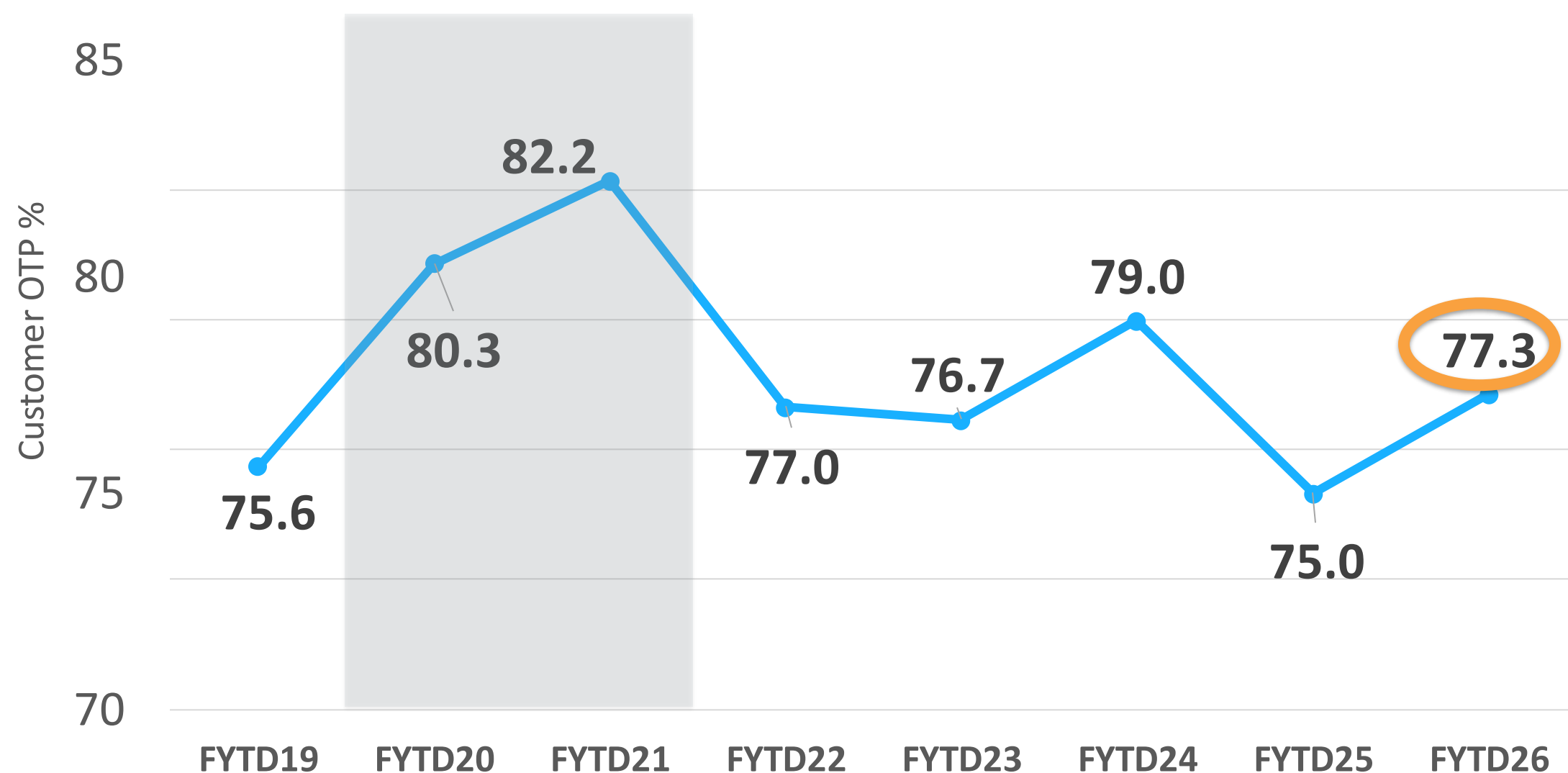
- Relative to plan, FYTD Blue Sky CSI is **+0.2pts** and Non-Blue Sky is **+2.0pts**
- **Non-Blue Sky CSI** driven by rebounds in OTP and Train Status Communication after weather related disruptions early in 2026
- **Blue Sky CSI** driven by Staff Interactions, Cleanliness, and Food & Beverage despite declines in Q2 from network effects of disruptions
- **May forecast:** Blue Sky and Non-Blue Sky CSI gains after weather-related disruptions recede

YTD FY26 Blue Sky CSI close to or above goal, while Non-Blue Sky CSI is performing well above goal and at or above past performance



- Blue Sky CSI
 - **NEC:** **-0.9** vs FY25; **-0.2** vs plan
 - **SS:** **+0.0** vs FY25; **+0.5** vs plan
 - **LD:** **-0.3** vs FY25; **+1.1** vs plan
- Non-Blue Sky CSI
 - **NEC:** **-0.1** vs FY25; **+1.2** vs plan
 - **SS:** **+0.2** vs FY25; **+2.2** vs plan
 - **LD:** **+1.8** vs FY25; **+4.3** vs plan

Customer On-Time Performance is **2.3** points favorable YoY

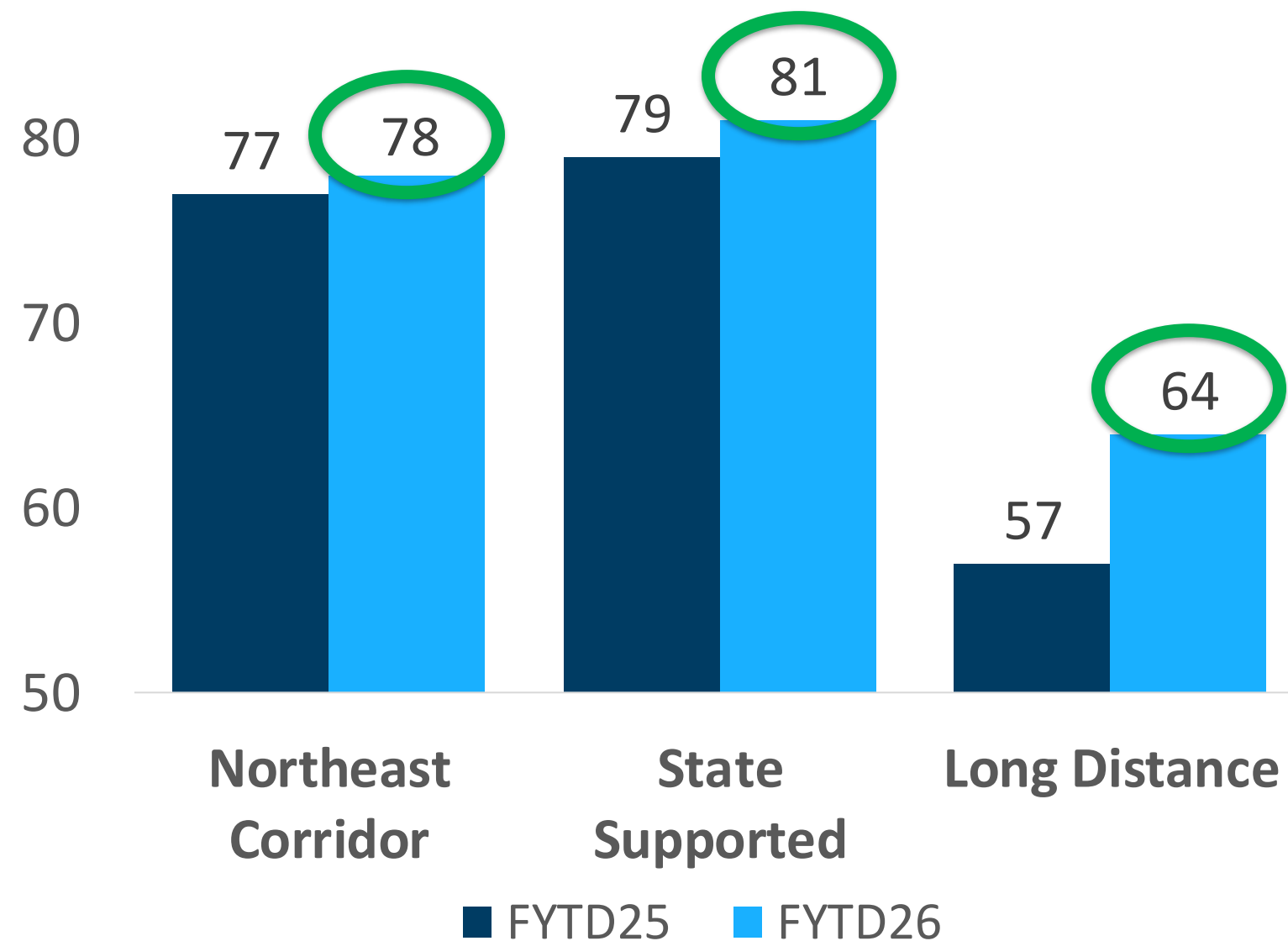


- **2.7** points unfavorable to plan
- Key drivers of results are strong State Supported and Long-Distance performance YoY, with NEC underperforming as winter storms hit.
- April's 80.1% COTP was the best performance since October FY26.

FYTD data as of 4/30 for each year

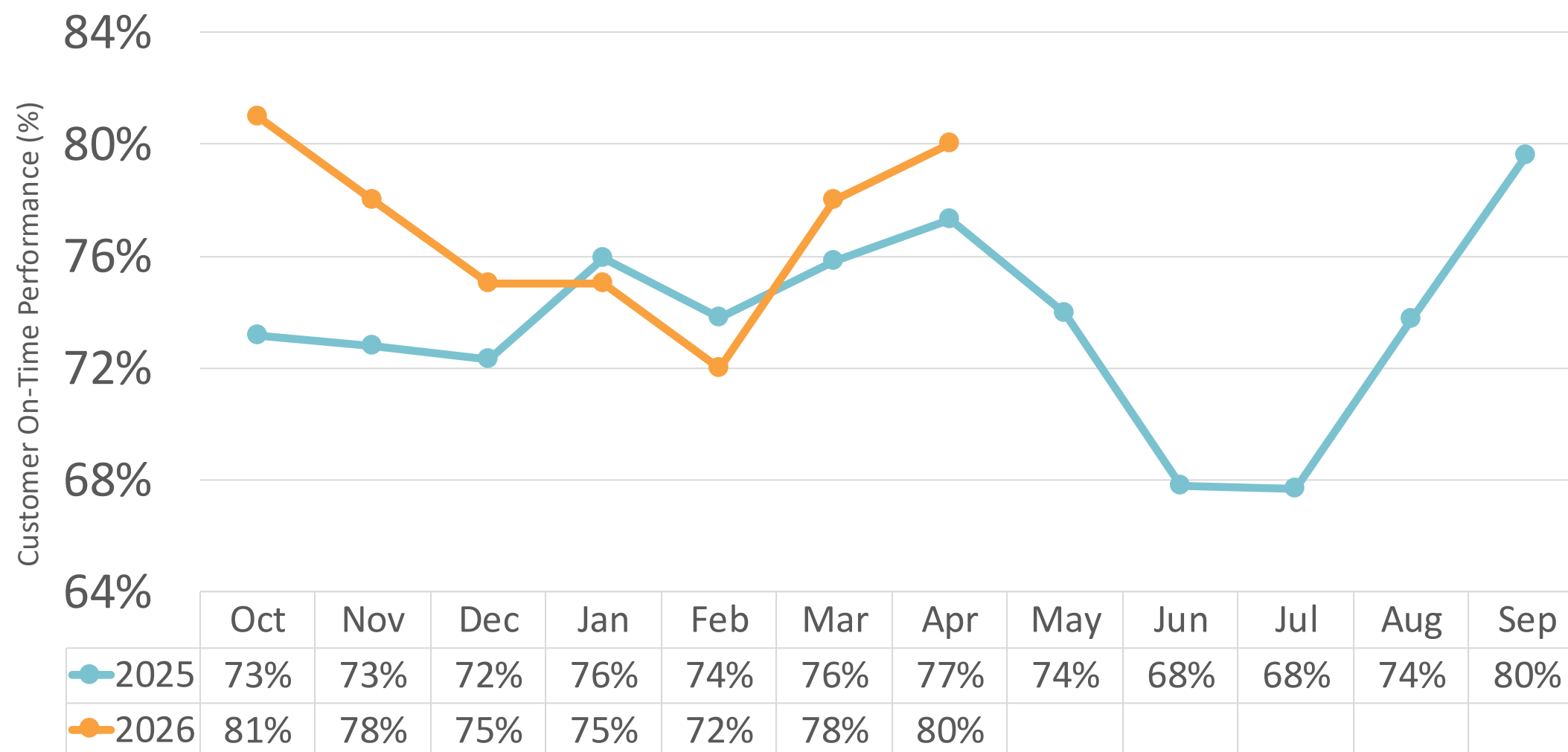
2020 and 2021 outliers because ridership levels were 6M and 10M respectively less than 2022 due to COVID-19

Customer On-Time Performance is significantly better in FYTD26 versus FYTD25



- Northeast Corridor
 - **+1** vs. last year **(+1.2%)**
 - **-3** vs. plan **(-3.7%)**
- State Supported
 - **+2** vs. last year **(+2.5%)**
 - **+0** vs. plan **(+0.0%)**
- Long Distance
 - **+7** vs. last year **(+12.9%)**
 - **-6** vs. plan **(-8.6%)**
- NEC 84% Apr; 79% May-TD
- SS 83% Apr; 82% May-TD
- LD 59% Apr; 53% May-TD

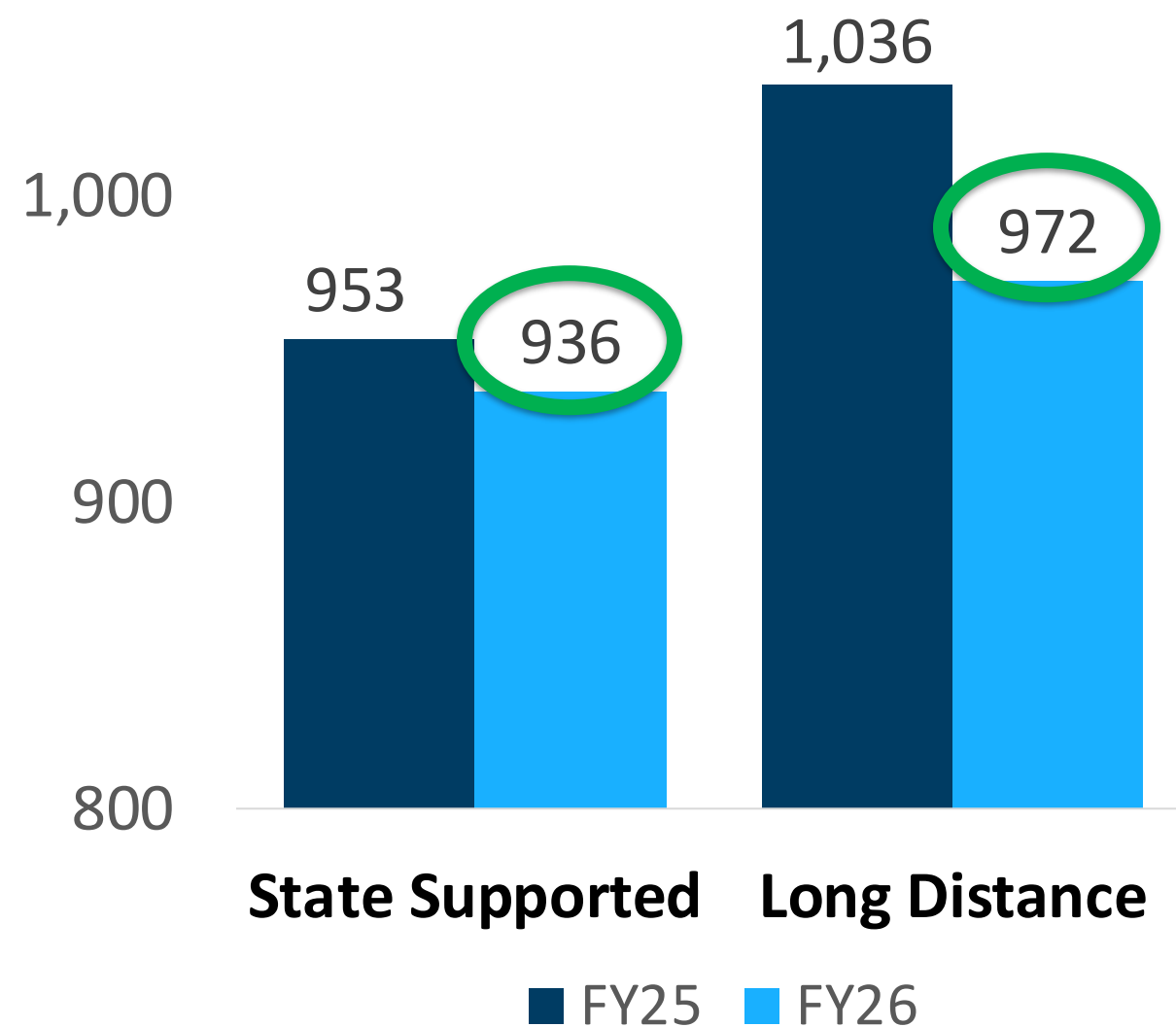
Customer On-Time Performance reached record levels in October, experienced a seasonal decline during the winter months, and rebounded in March and April.



- Acela performance declined Nov–Mar FY26; improved in April
- April YoY: Systemwide +3 pts, Acela -6 pts, Northeast Regionals +6 pts
- April COTP: 80.3% — highest since Oct FY25

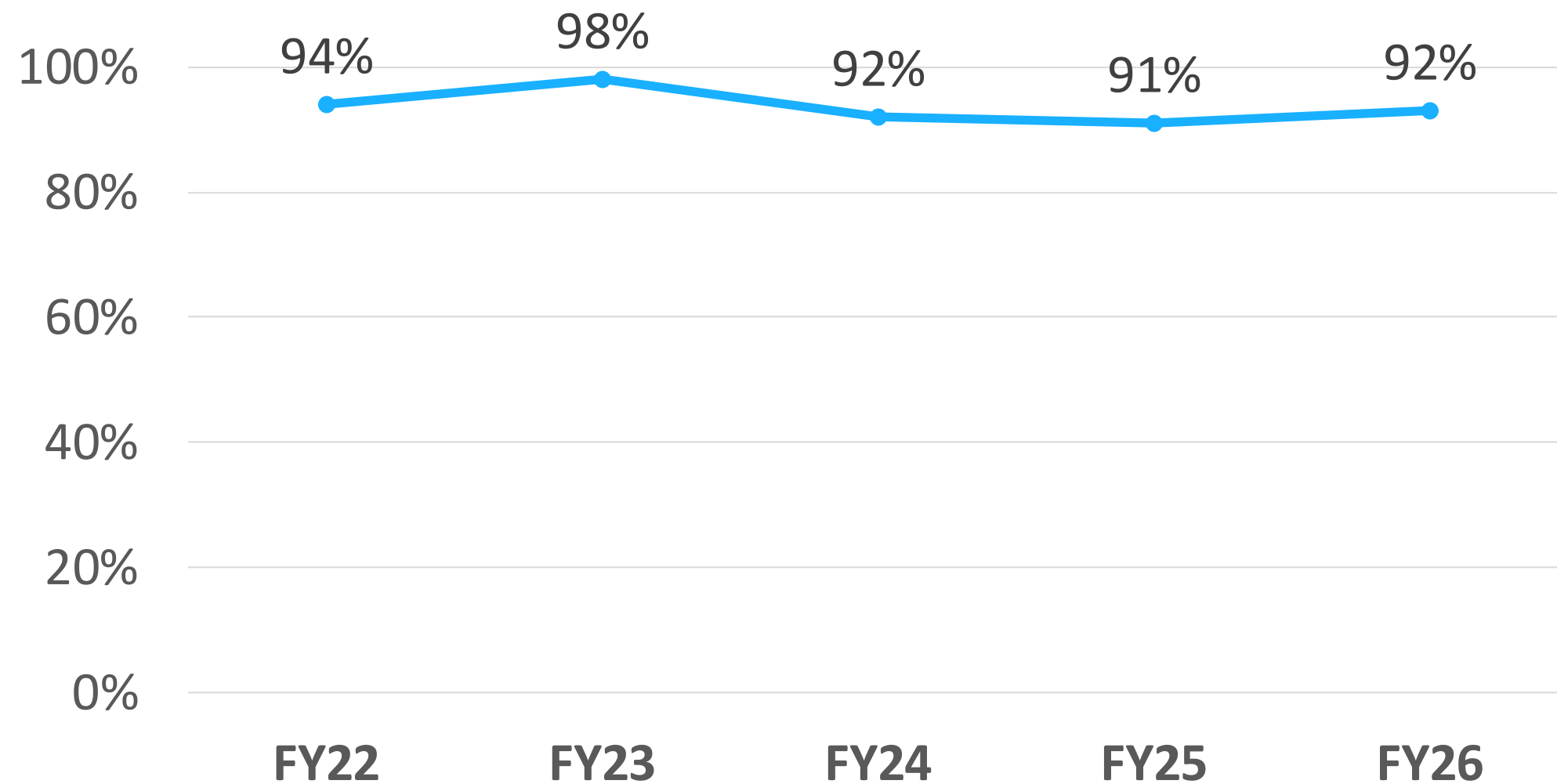
FY26 Host Railroad Responsible Delays per 10K Train-Miles

41(4.1%) favorable YoY



- State Supported
 - **+17** vs. last year **(+1.8%)**
 - **+63** vs. plan **(+6.3%)**
- Long Distance
 - **+64** vs. last year **(+6.1%)**
 - **+27** vs. plan **(+2.7%)**
- May is forecasted to have increased delays due to trackwork season.

FY26 consist fulfillment increases from FY25 levels in line with historical trends



Drivers of deviations from planned consists include:

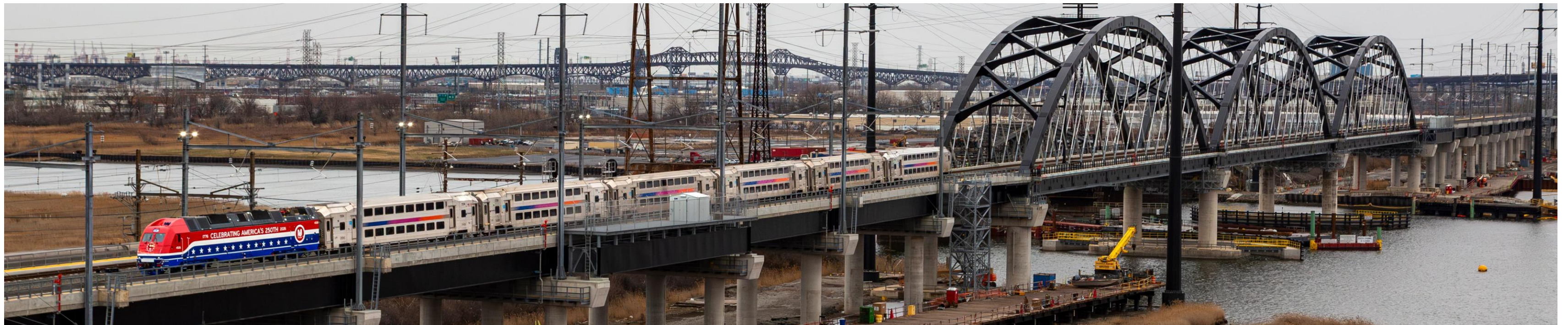
- Venture coach availability is lower than planned
- Accepted risk on several LD fleets from reduced protect equipment
- Many Amfleet cars out of service due to wreck and other repairs
- FY25 : Ended at 91%
- FY26 : Dec-Apr avg. 92%

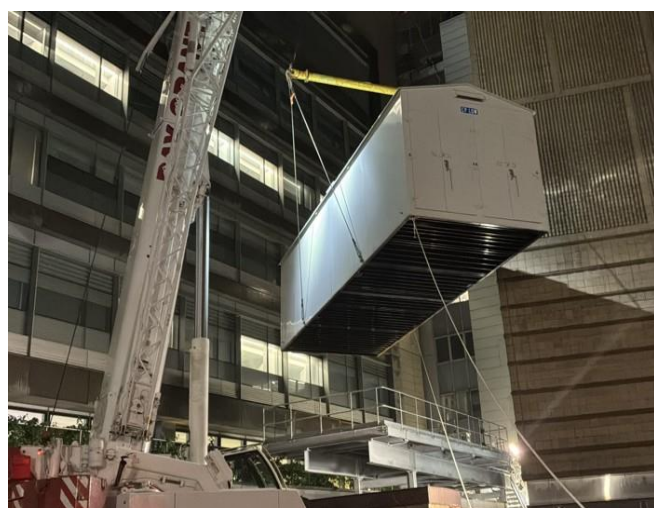
Capital Delivery Project Update


Laura Mason

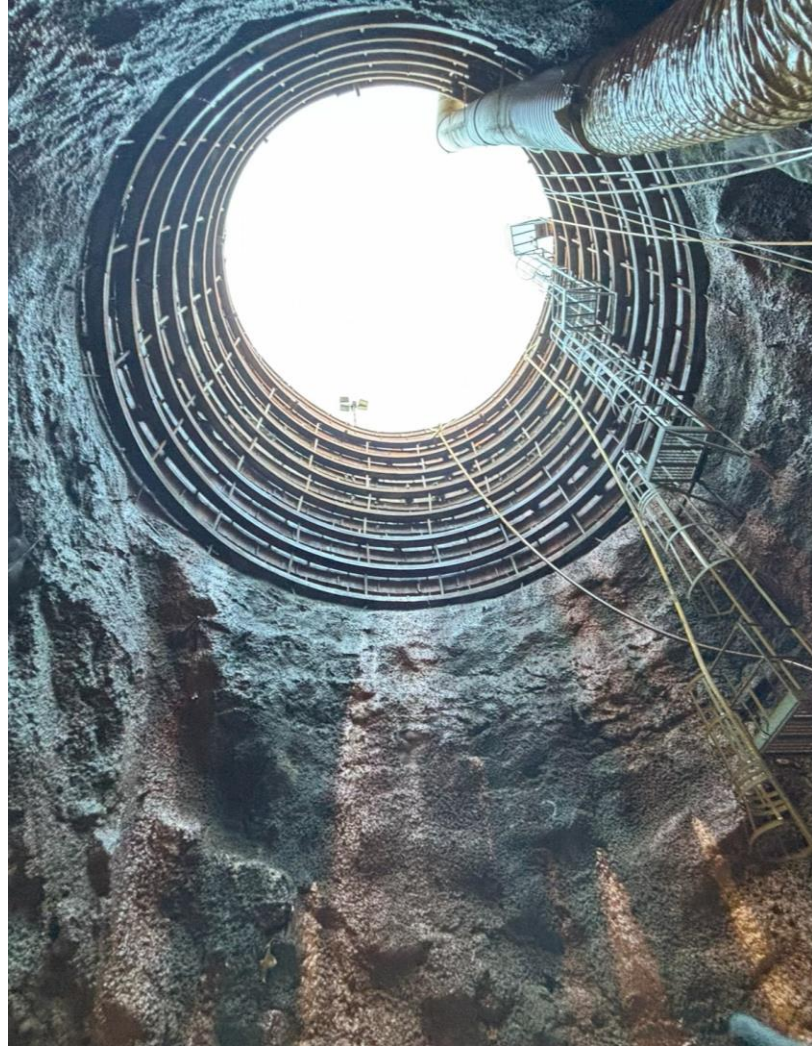
EVP Capital Delivery

- 30-day outage, 60% service reduction for Amtrak and NJTransit
- Portal North Bridge successfully commissioned Track 3
- Coordinated planning enabled significant production across Northeast Corridor:
 - Timber replacements at Susquehanna and Connecticut River Bridges
 - Replacement of 7 switches at 5 interlockings and terminals including critical infrastructure at New York Penn Station





- Line 2 renewal on-time and on-budget
- Completed :
 - 24,000 linear feet of new north and south benchwalls
 - Track invert slab concrete pours across full Line 2
 - Installation and grounding of all signal instrument houses
 - Major duct bank installations at Line 2 portal
 - Installation of tunnel life safety systems (emergency signage, egress pathfinding system, linear heat detection, tunnel radios, cameras, and blue light phones)
- Commissioning underway to return track to service by July 6, 2026



**B&P Tunnel
Baltimore, MD**

Completed breakthrough of the 345-foot-long, 85-foot-deep utility siphon enabling the new tunnel construction



**Dock Bridge
Newark, NJ**

Received full grant funding obligation for fixed span conversion and rehabilitation



**Hudson Tunnel Project
New York, NY**

Awarded construction contract for the Hudson River Tunnel Section



**Connecticut River
Bridge
Old Saybrook, CT**

Completed setting of first precast cofferdam



Aero Program
Conditionally accepted first trainset



Long Distance Fleet Replacement
Released Request for Proposal (RFP) for over 800 new, standardized, single-level railcars



Southampton Yard, Boston, MA
Made significant progress on concrete pours and began erection of steel for M&I facility

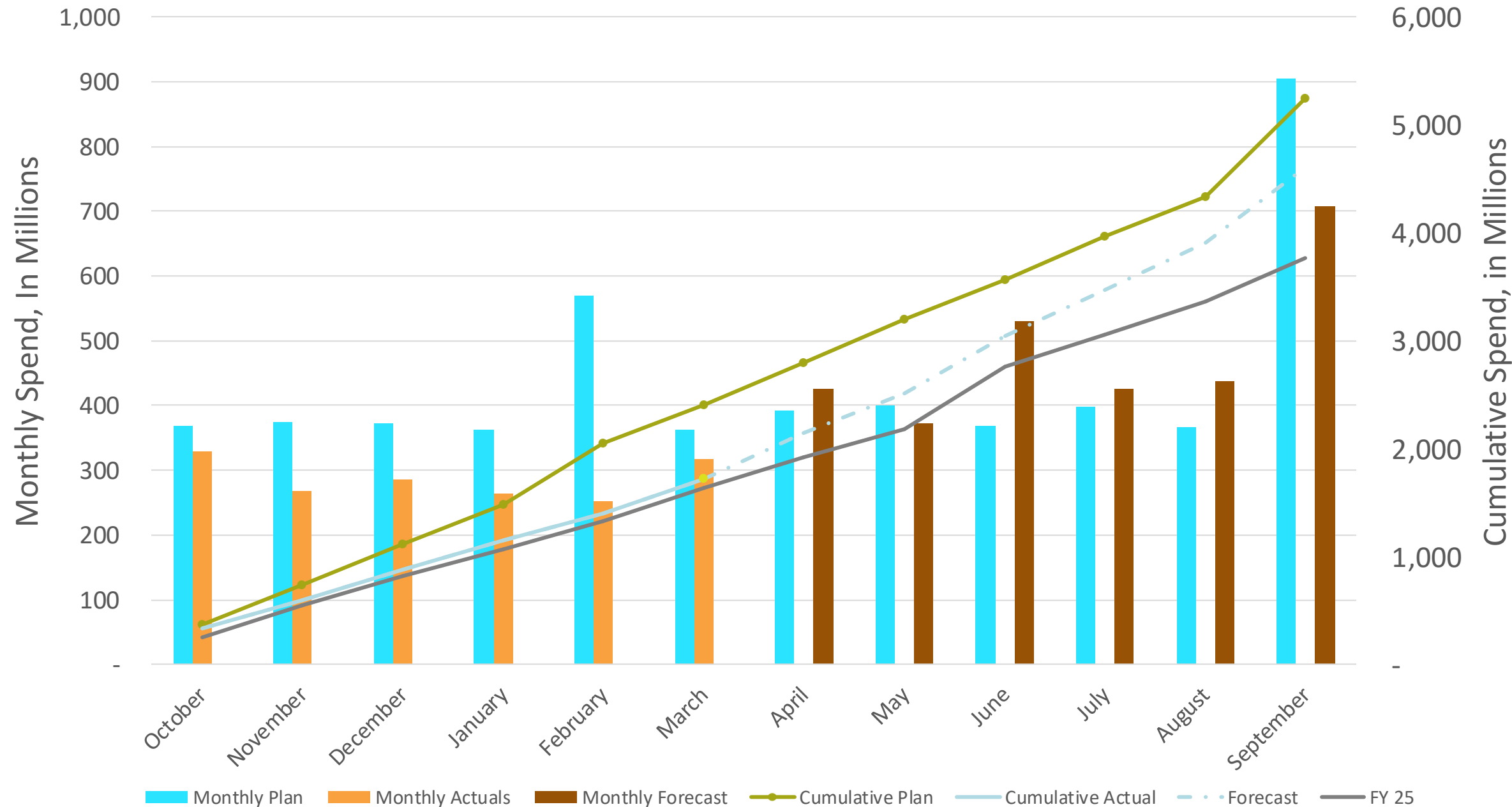


Seattle Yard Seattle, WA
Topped out steel structure for new M&I facility

Capital Spend for FY26

\$695m (28%) below Plan YTD, forecast to close gap to 6% below plan

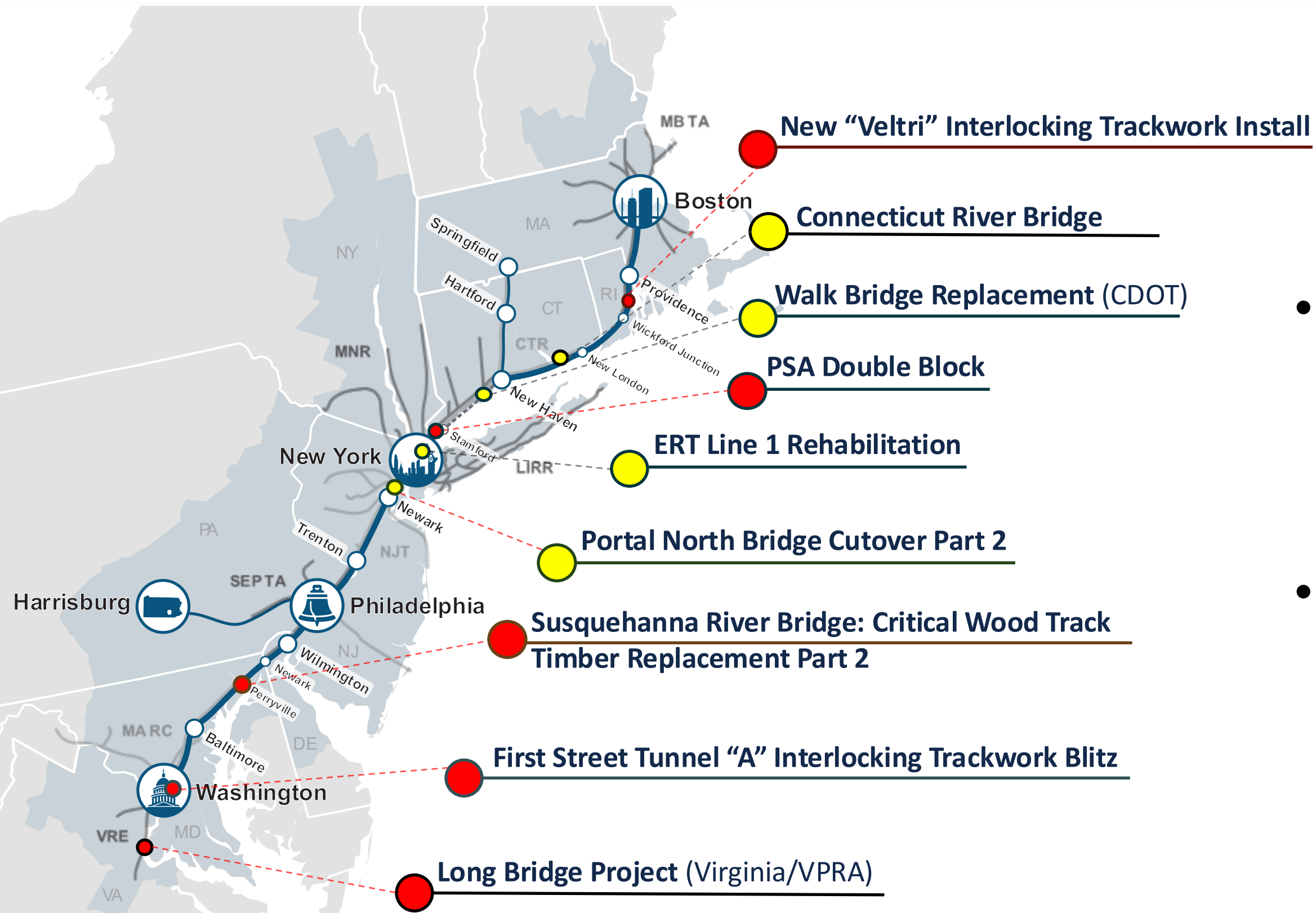
Capital Spend for FY26



- 50% of underspend is the result of resequencing that will be recovered by Year End
- Remainder of underspend results from:
 - Execution delays
 - Delays within the B&P Tunnel Program & SRB
 - Delays getting agreement with Partners

- **B&P Tunnel and Susquehanna River Bridge Replacement Projects** – Unresolved grant flow-down issues with utility company continue to slow progress
- **NextGen Acela** – Pace of delivery of trainsets has not increased to expected levels
- **Project Agreements** – Amtrak continues to work with project partners to execute agreements to begin construction.

Despite challenges Amtrak continues to outpace previous year spending by **5%** year to date and is forecasting completing the year **\$845M** ahead of last year



- Major Outage-Driving Project
- Piggybacking Project

- Significant concurrent construction planned across the NEC this summer and fall
- Outages are being tightly sequenced to maximize productivity while minimizing customer impact



President's Update

Roger Harris



Fleet
Replacement



Upgrading
Stations



Investing in
Infrastructure &
Accessibility

High Speed Trains

Increased capacity per trainset

14 of 28 delivered



83 Trainsets ordered

Cascades and Northeast Regional fleet replacements



Largest ever long-distance train order!

Procurement process initiated

800 new railcars



Modern facilities

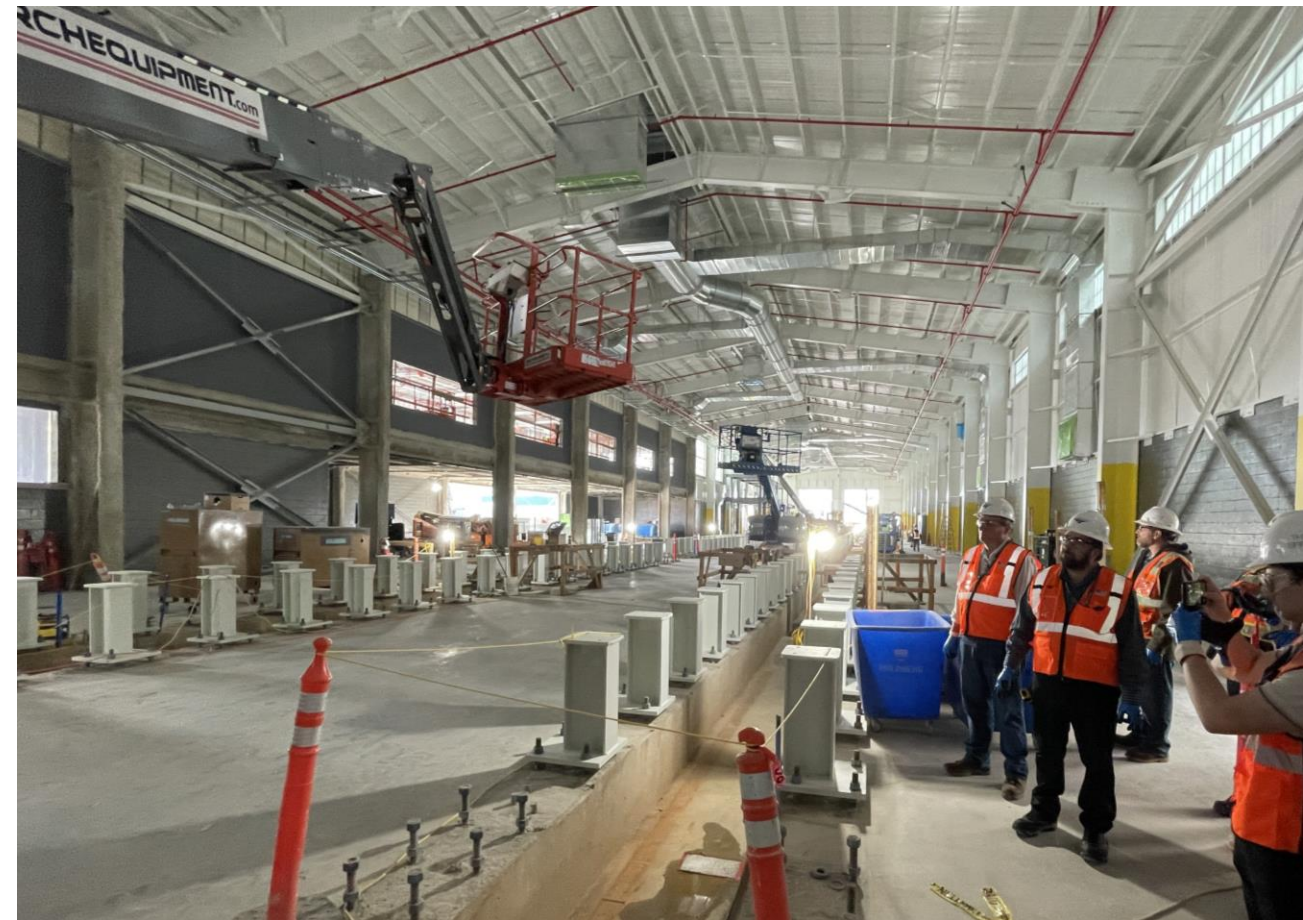
Maintenance for new era of rail trains

Upgrades & new facilities



Southampton
Yard

Boston, MA



Maintenance
& Inspection
Facility

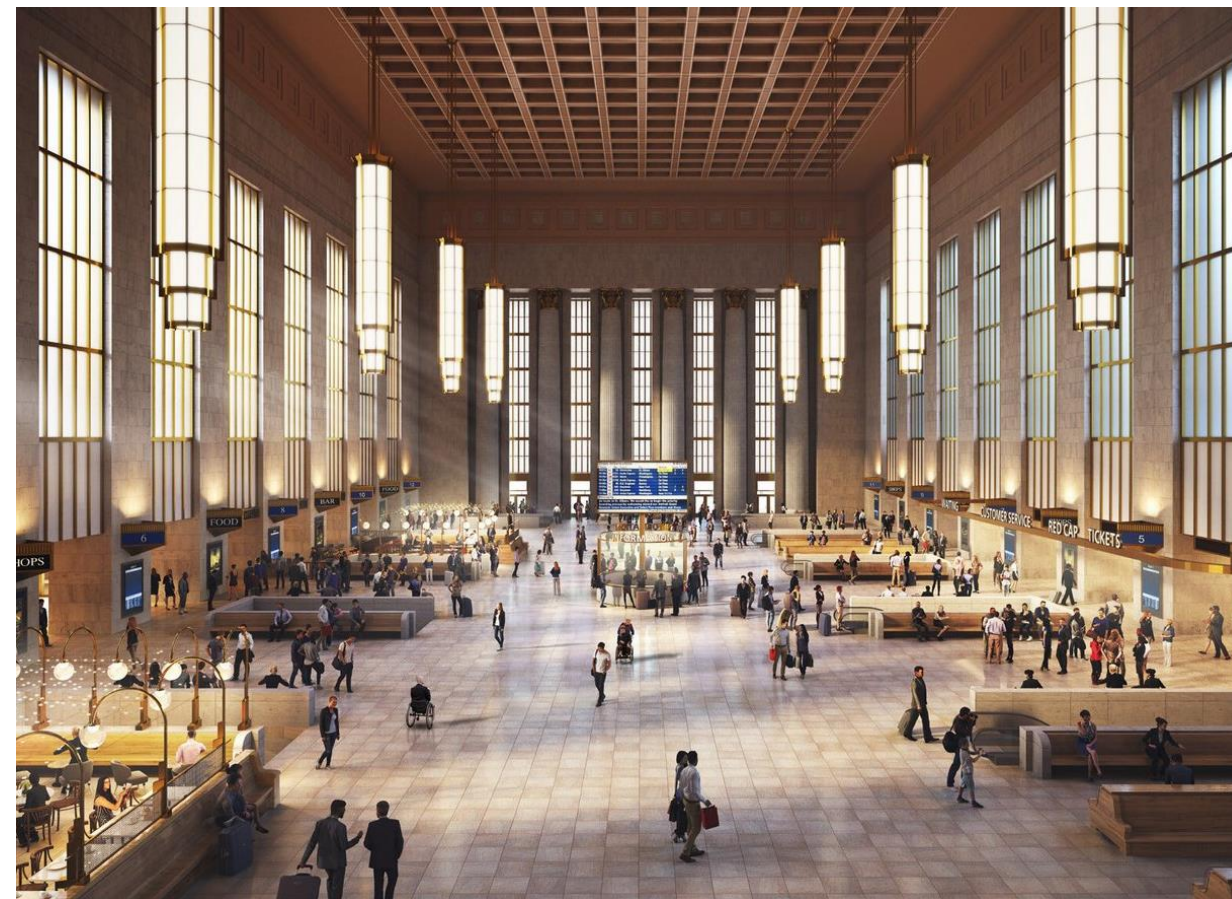
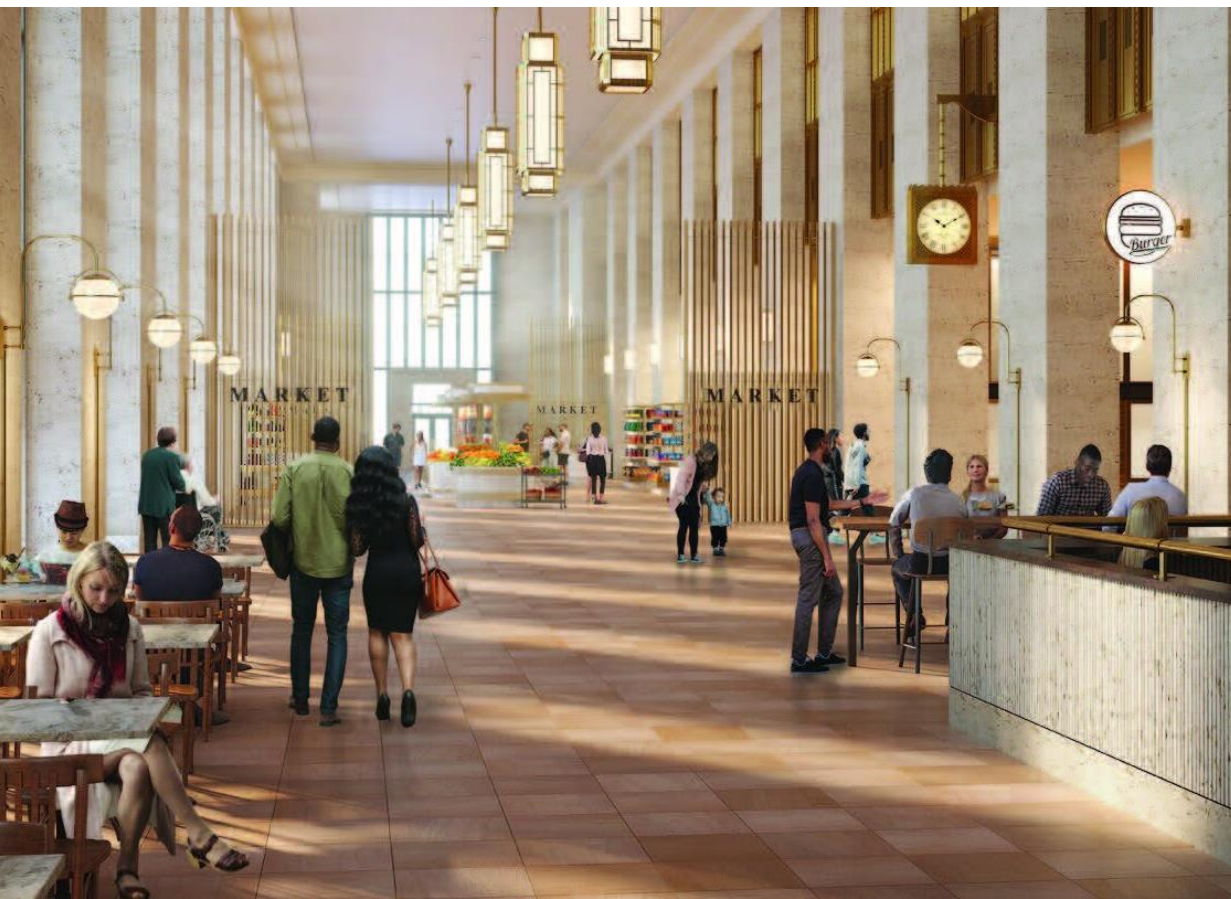
Seattle, WA

Stations

\$550 Million Redevelopment

Expanded *Metropolitan Lounge*

Modernized restrooms and enhanced wayfinding



Busiest train station in the Western Hemisphere

U.S. Department of Transportation partnership

\$7 Billion Transformation



205 Stations Compliant

Better platforms, Clearer pathways

East Glacier Park, MT

Before



After



