

The slide features a dark blue background with a large white curved shape on the right side. A red triangle is visible in the top right corner, partially obscured by the white curve. The text is white and positioned on the left side of the slide.

Amtrak Public Board Meeting

July 29, 2026

Safety and Security Briefing



Emergency Preparedness

Our physical address is American College of Surgeons – 20 F Street, NW #1000, Washington, DC 20001

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 Facility Emergency Plan.

Know your evacuation plan/route & muster point.

Assist those who may need help evacuating.

Wait for permission to re-enter facility.



Safety Reporting

Proactively identify & report unsafe conditions or behaviors.

Report all safety concerns.



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.

Board of Directors



Chair of the Board

Anthony R. Coscia



Vice Chair 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.

Welcome

Anthony R. Coscia
Amtrak Chair of the Board

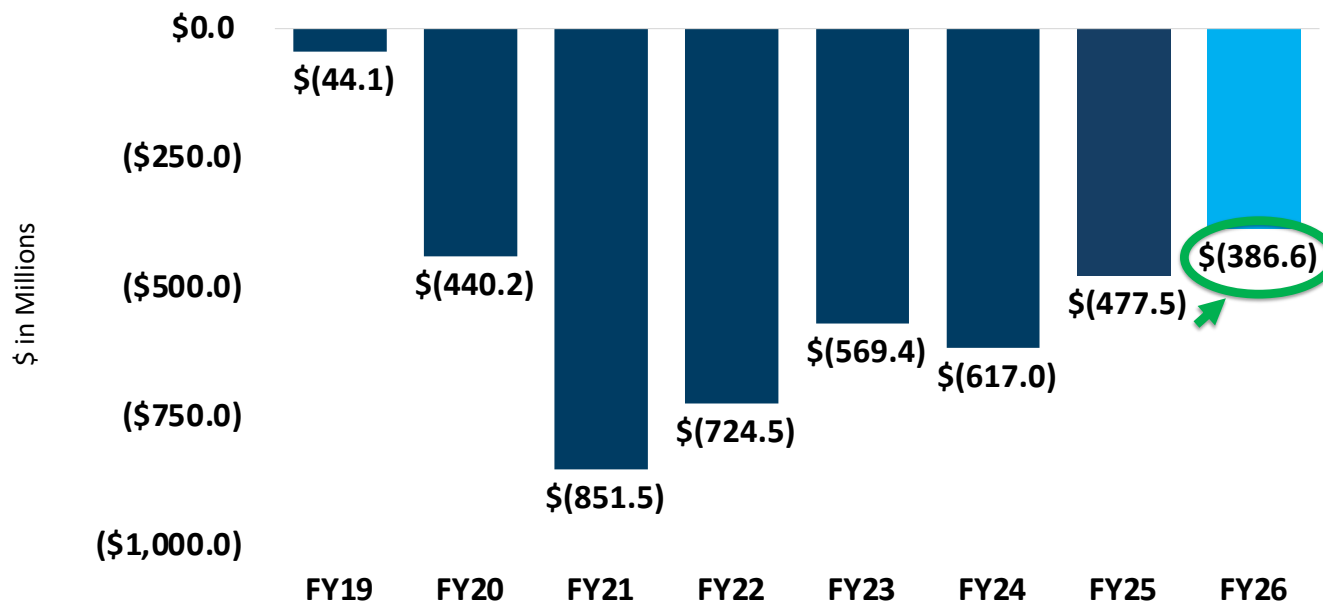
Financial Report

Costin Corneanu

EVP & Chief Financial Officer

Adjusted Operating Results Year to Date June

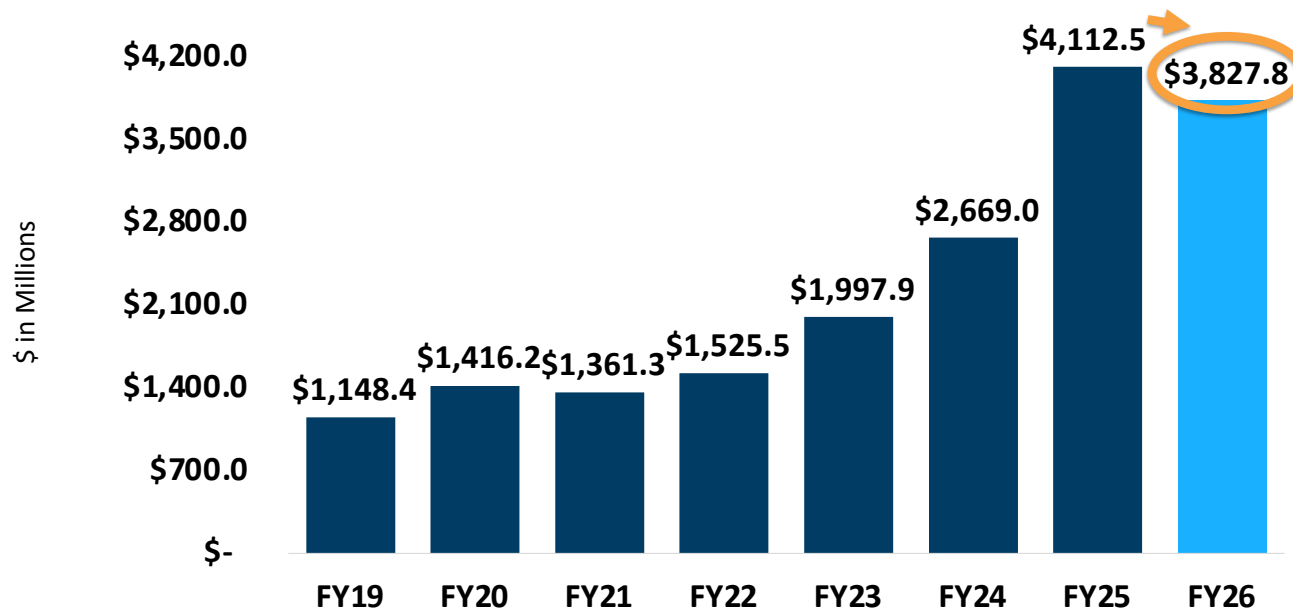
Adjusted Operating Results **\$91.0M favorable** YoY



- **(\$28.5M)** unfavorable to plan
- Strong ticket revenue across network
- Unfavorable labor and benefit costs

Capital Spend Year to Date June

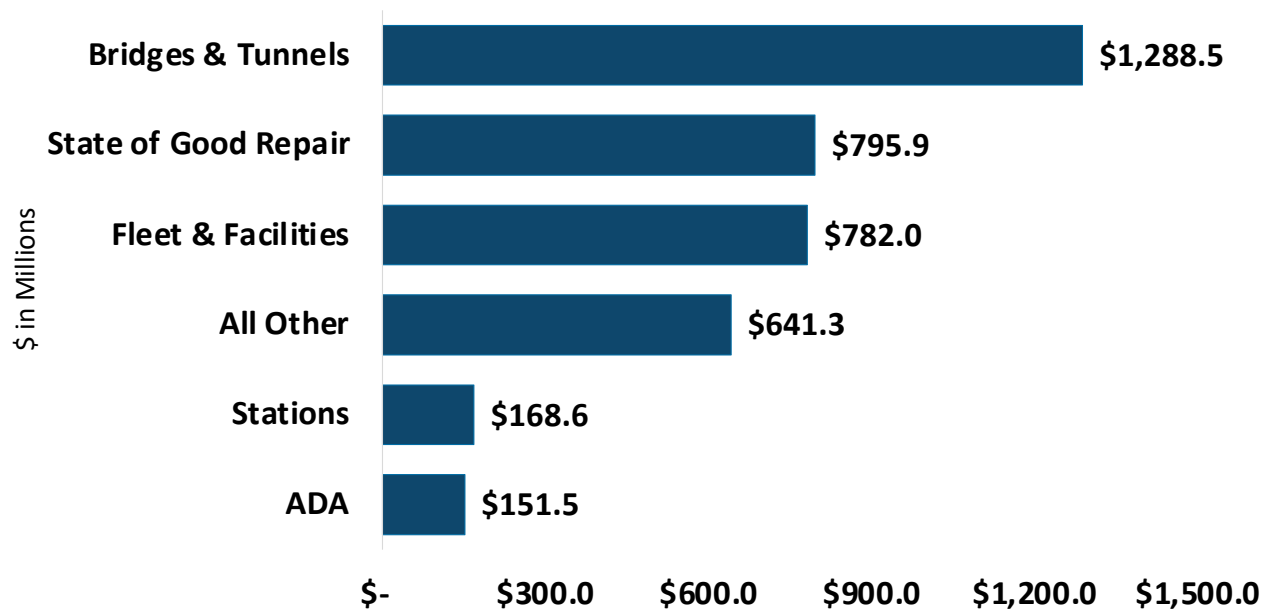
\$3,827.8M invested YTD; **(\$284.5M) or (6.9%) lower** YoY



- **(\$848.6M) or (18.1%)** lower than plan
- Refleeting, Mechanical and delays in large infrastructure projects

Capital Portfolio

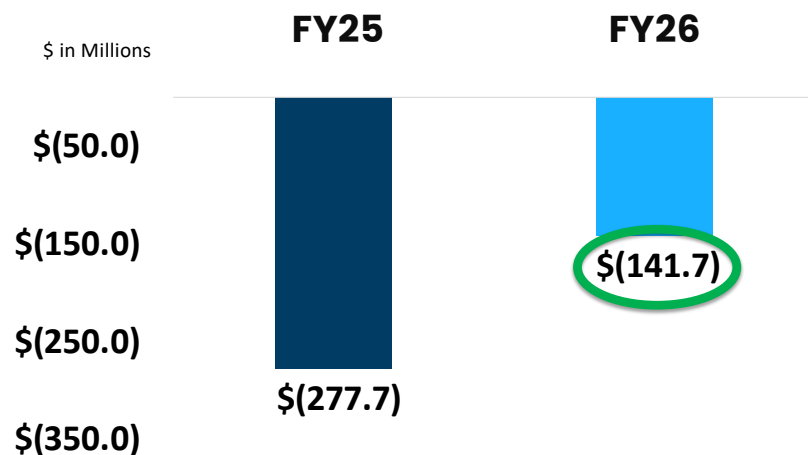
\$3,827.8M invested YTD; **(6.9%) lower** YoY



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

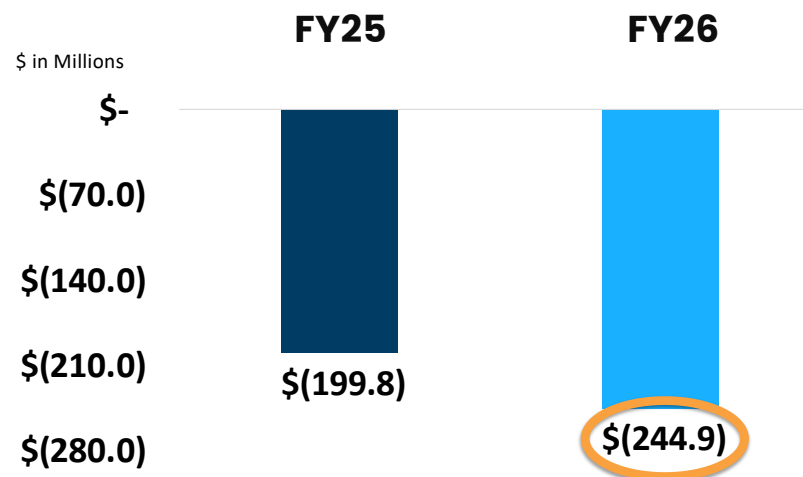
Adjusted Operating Results Business Segment

Passenger Operations



- **\$136.0M** favorable YOY
- **\$57.6M** favorable to plan

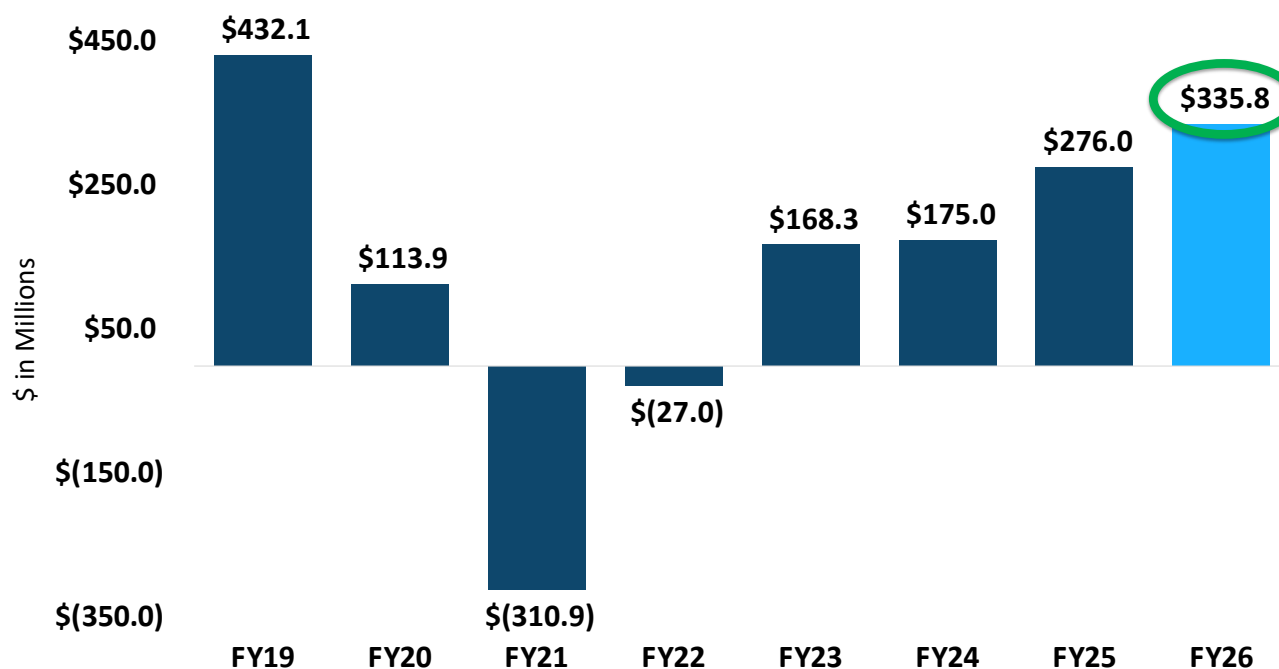
Infrastructure



- **(\$45.0M)** unfavorable YOY
- **(\$86.1M)** unfavorable to plan

Northeast Corridor Service Line

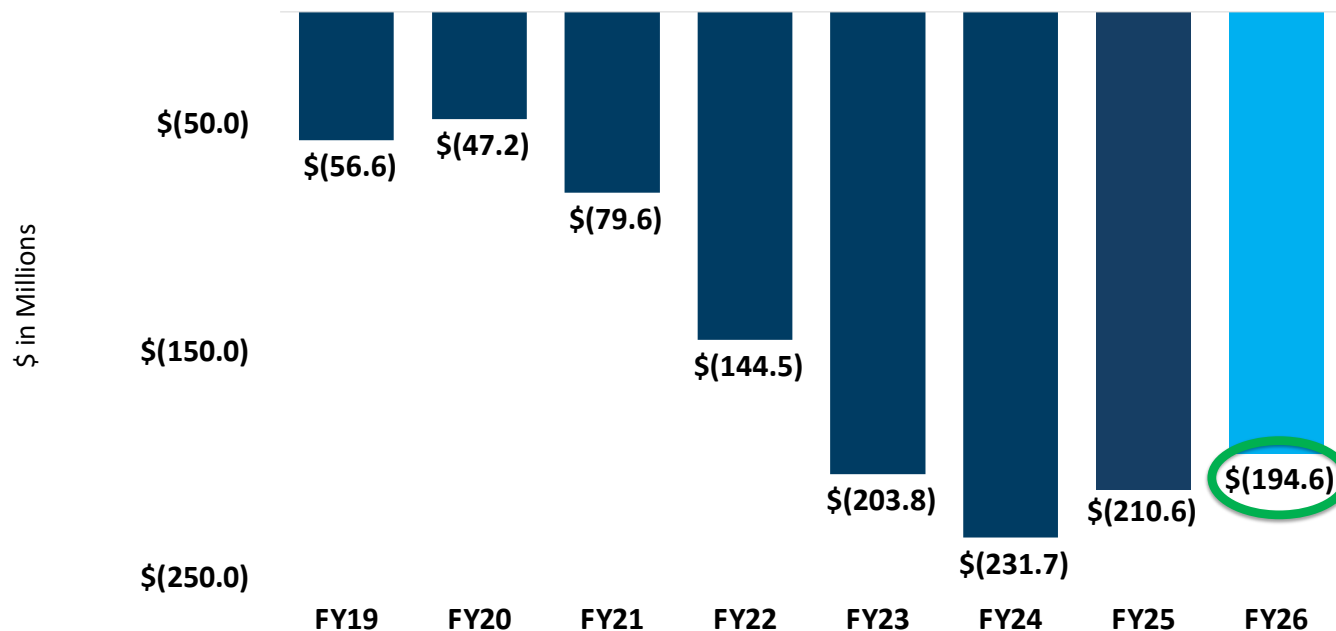
Adjusted operating results \$59.8M favorable YoY



- **(\$9.9M)** unfavorable to plan
- Strong revenue and cost containment efforts

State Supported Service Line

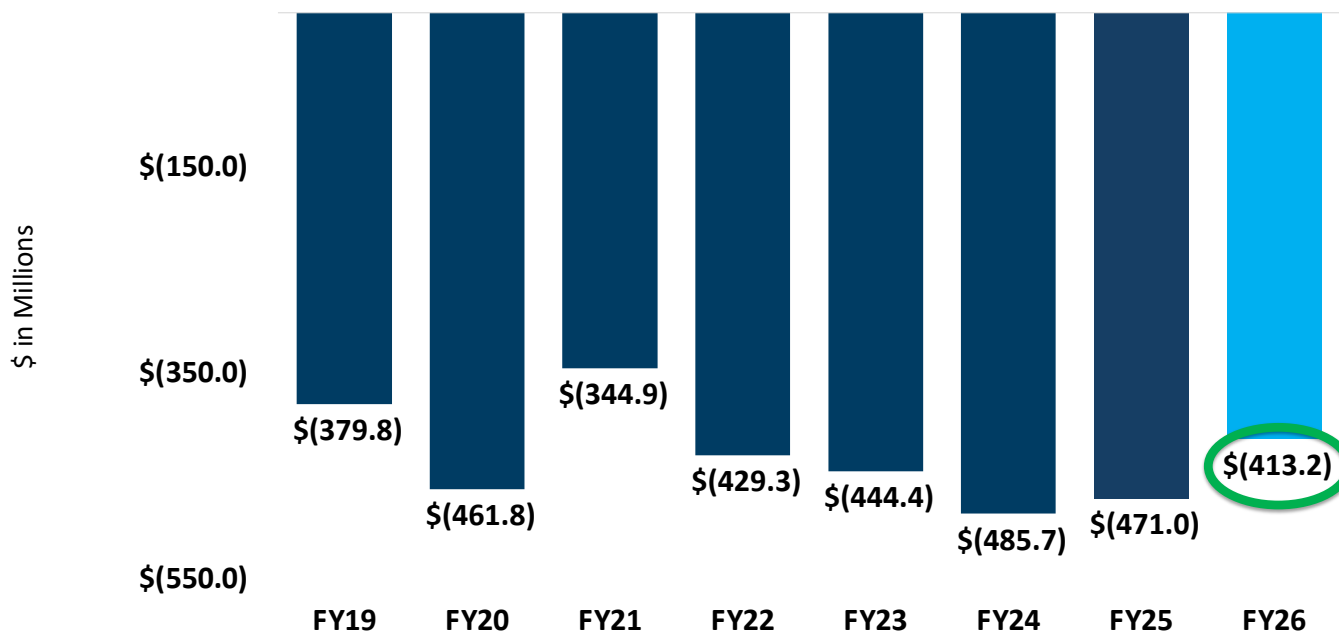
Adjusted operating results \$16.0M favorable YoY



- **(\$34.4M)** unfavorable to plan
- *Chicago-St. Louis, Illini, and Illinois Zephyr* showed strong performance year over year
- *Maple Leaf, Keystone Service and Empire Service* underperformed

Long Distance Service Line

Adjusted operating results \$57.8M favorable YoY



- **\$22.9M** favorable to plan
- Year over Year improvement on the *California Zephyr*, *City of New Orleans* and *Southwest Chief*

Commercial & Operations Report

Dev Koushik

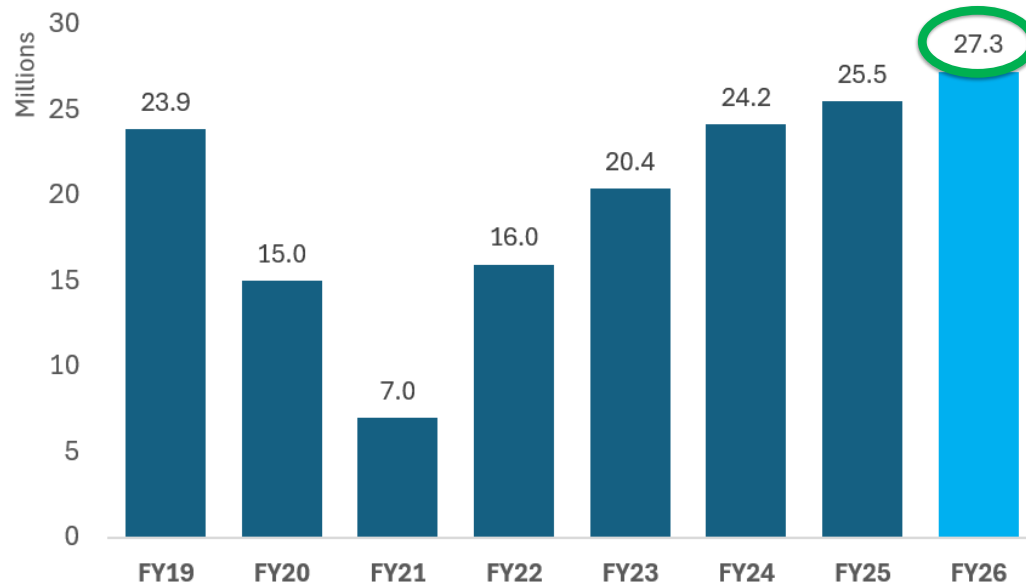
Interim Chief Commercial Officer

Gery Williams

EVP & Chief Operations Officer

FY2026 Ridership Year to Date June

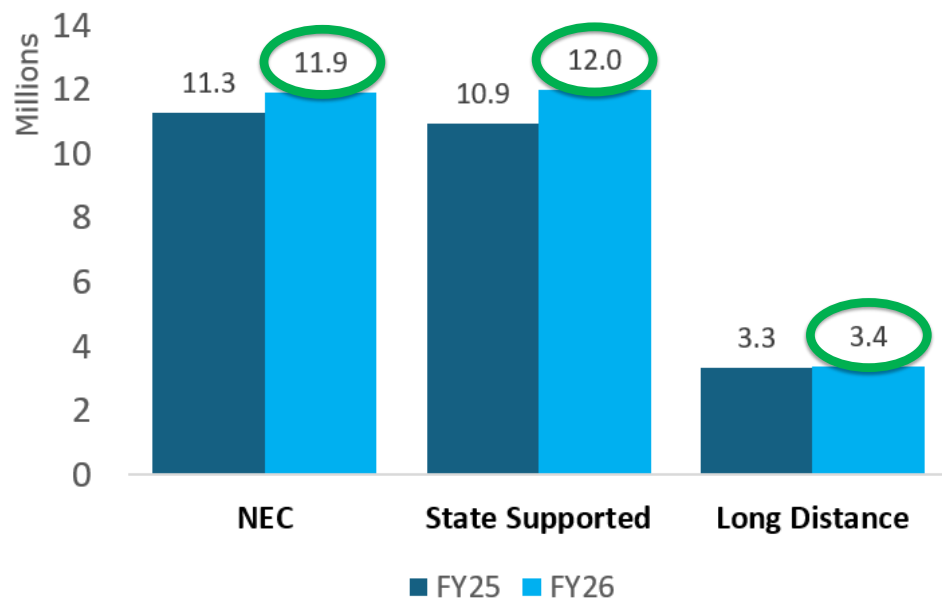
Ridership is **1.7M higher (6.8%)** YoY



- **+188k (+0.7%)** favorable to plan
- Key drivers include:
 - Delayed NextGen Acela rollout and NEC track outages
 - Offset by overall demand strength across the network
 - Service restorations in California State routes
- July Ridership is estimated to beat FY25 by **+9.5%**, while trending **1.5%** ahead of plan

Ridership by Service Line

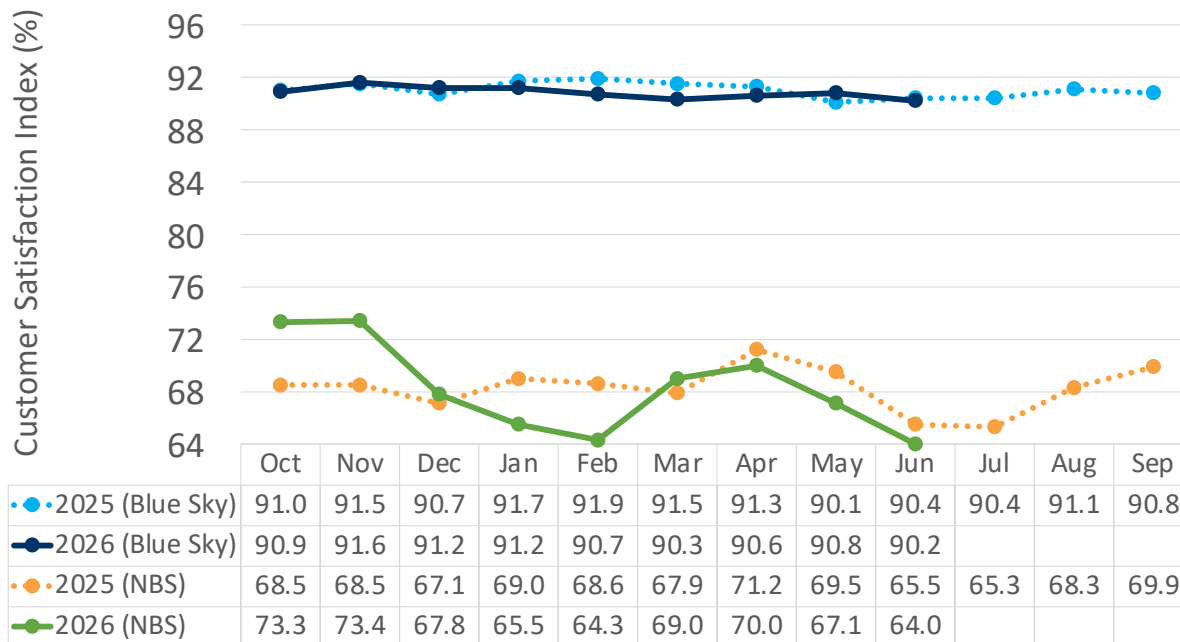
FY26 Ridership is favorable YoY for all service lines



- Northeast Corridor
 - **+631k** vs. last year **(+5.6%)**
 - **-662k** vs. plan **(-5.3%)**
- State Supported
 - **+1.1m** vs. last year **(+9.7%)**
 - **+841k** vs. plan **(+7.6%)**
- Long Distance
 - **+40k** vs. last year **(+1.2%)**
 - **+9k** vs. plan **(+0.3%)**

FY26 Customer Satisfaction Index (CSI) by Month vs. FY25

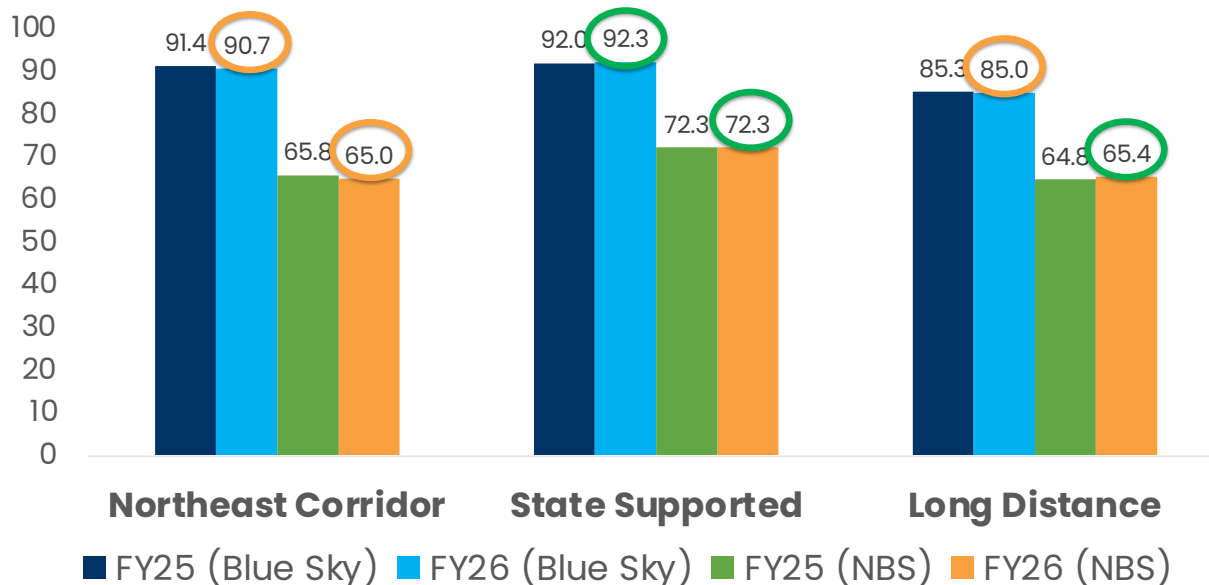
Blue Sky and Non-Blue Sky CSI exceed goal FYTD through June



- Blue Sky CSI is **+0.2pts**, Non-Blue Sky is **+1.4pts** to plan
 - **Non-Blue Sky CSI** experienced severe weather disruptions, increased crowding, and communication system defects
 - **Blue Sky CSI** driven by helpful staff interactions and clean, comfortable train interiors
 - **July forecast:** CSI to soften as summer heat and crowds impact OTP and onboard experience

FY26 Customer Satisfaction Index (CSI) by Service Line

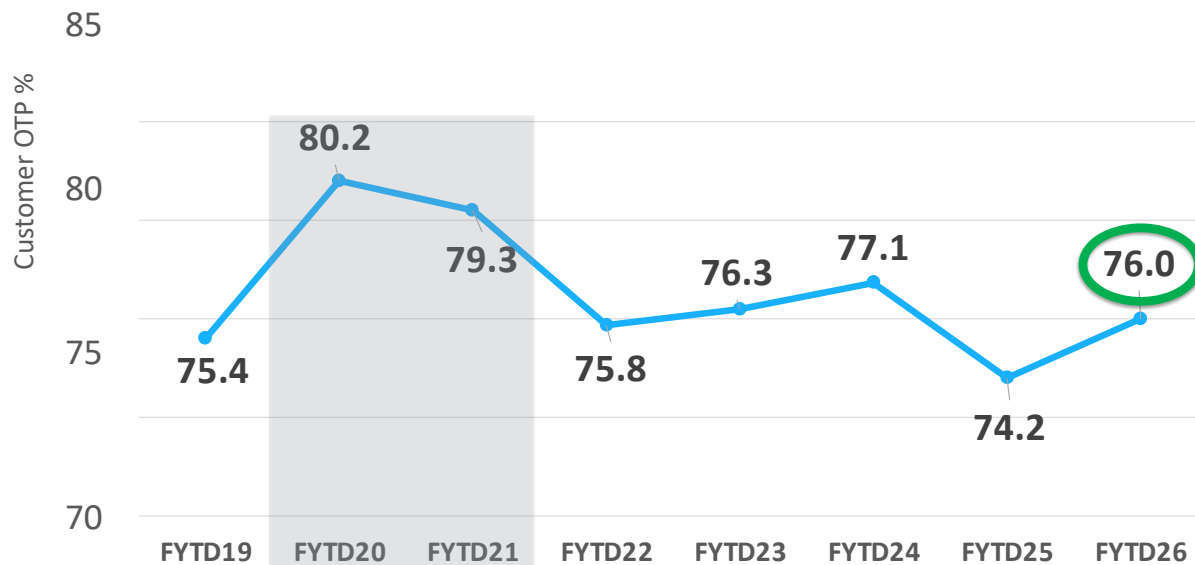
YTD FY26 Blue Sky CSI close to or above goal, while Non-Blue Sky CSI is performing well above goal and at or above past performance



- Blue Sky CSI
 - **NEC:** **-0.7** vs FY25; **-0.2** vs plan
 - **SS:** **+0.3** vs FY25; **+0.6** vs plan
 - **LD:** **-0.3** vs FY25; **+1.0** vs plan
- Non-Blue Sky CSI
 - **NEC:** **-0.8** vs FY25; **+1.0** vs plan
 - **SS:** **+0.0** vs FY25; **+1.7** vs plan
 - **LD:** **+0.6** vs FY25; **+2.9** vs plan

Customer On-Time Performance Historical Perspective

Customer On-Time Performance (OTP) is **1.8** points favorable YoY



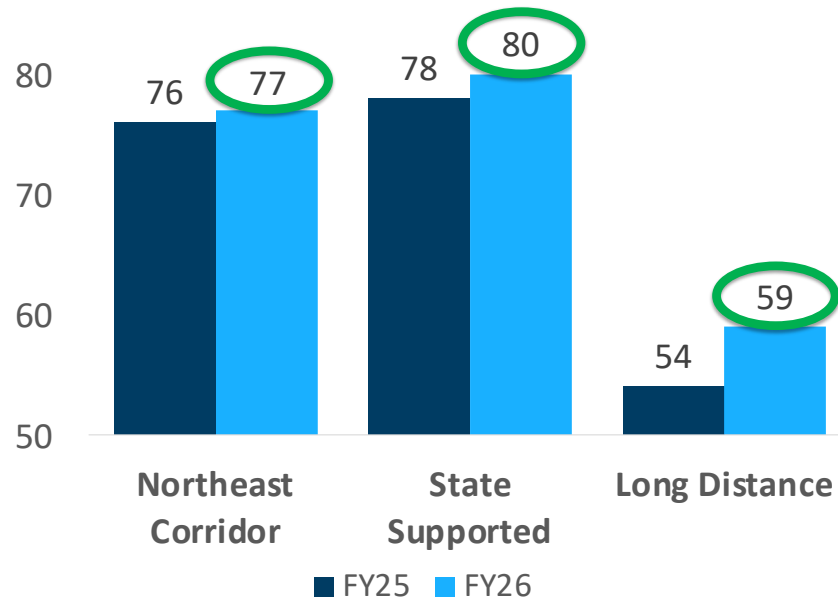
FYTD data as of 6/30 for each year

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

- **4.0** points unfavorable to plan
 - State Supported Service Line consistent YoY results
 - Northeast Corridor remains below plan
 - Long Distance service achieved record OTP at 59% but remains below its stretch target of 70%

Customer On-Time Performance by Service Line

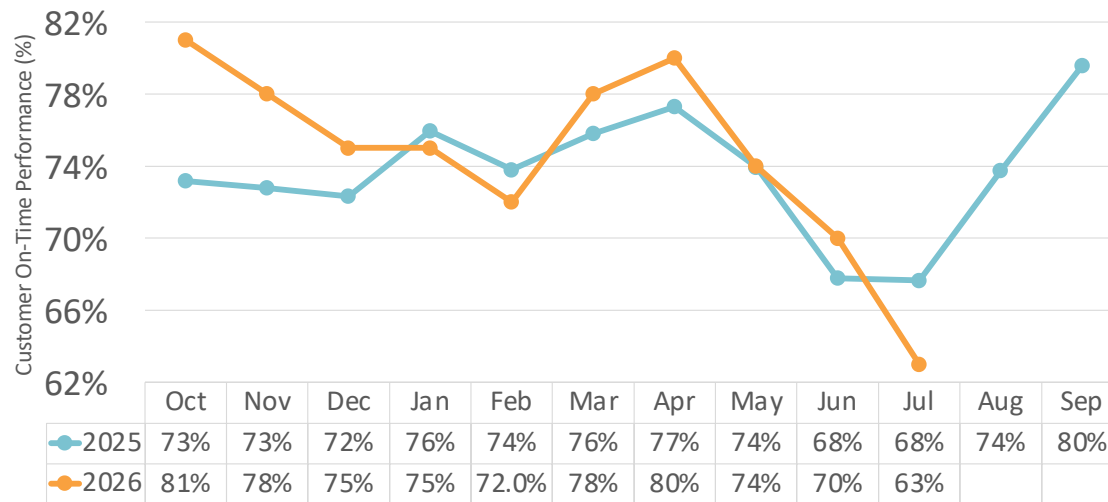
Customer On-Time Performance is significantly better YoY



- Northeast Corridor
 - **+1** vs. last year **(+1.3%)**
 - **-4** vs. plan **(-4.9%)**
- State Supported
 - **+2** vs. last year **(+2.6%)**
 - **+0** vs. plan **(+0.0%)**
- Long Distance
 - **+5** vs. last year **(+9.3%)**
 - **-11** vs. plan **(-15.7%)**
- NEC 73.7% June; 60% July-TD
- SS 74.5% June, 73% July-TD
- LD 40.1% June, 35% July-TD

Customer On-Time Performance FY26 by Month vs. FY25

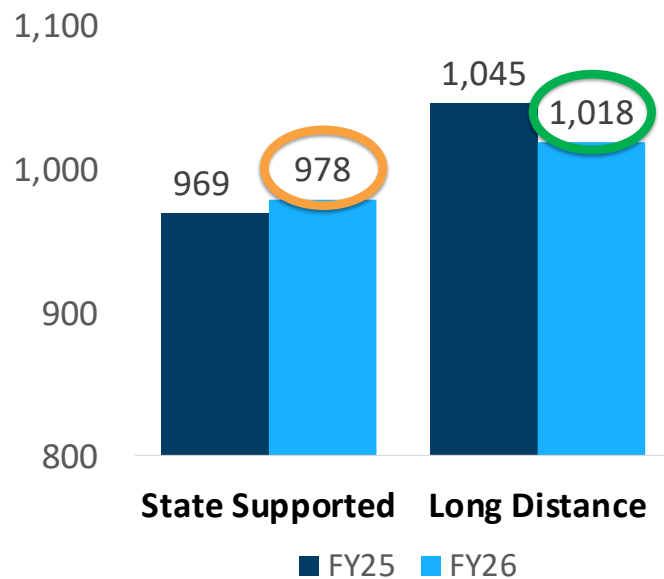
Customer OTP achieved record levels in October, declined in the winter months, rebounded in spring and is now hitting summer decline



- Systemwide improved +2 points YoY in June with Northeast Regionals +4 points and Acela consistent YoY
- June saw 70.1% OTP with July at 63% mid-month, due to a heat wave across much of the country

Host Railroad Responsible Delays

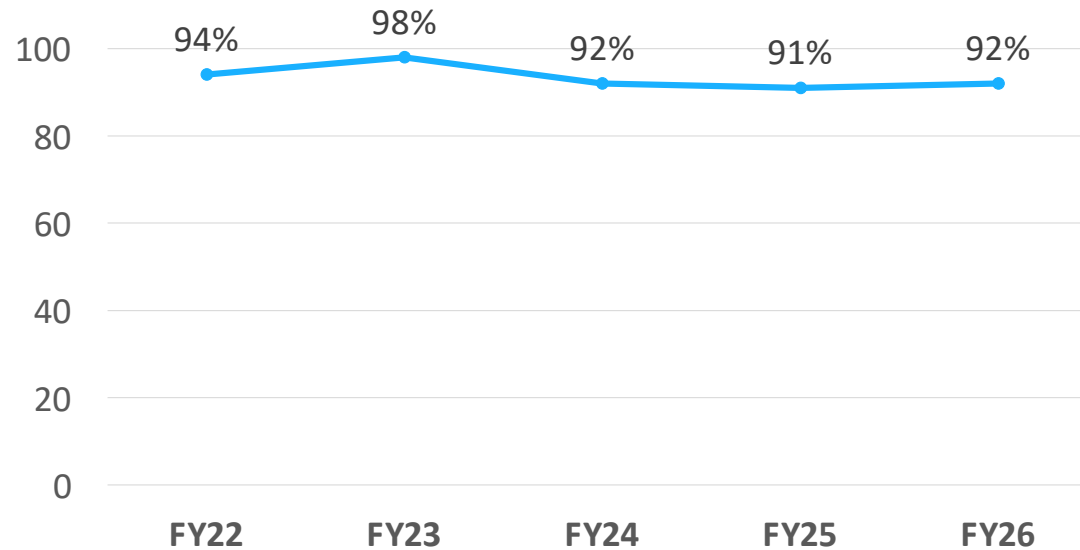
FY26 Host Railroad Responsible Delays per 10K Train-Miles
9 (0.9%) favorable YoY



- State Supported
 - **-9** vs. last year **(-1.0%)**
 - **+21** vs. plan **(+2.1%)**
- Long Distance
 - **+27** vs. last year **(+2.5%)**
 - **-19** vs. plan **(-1.9%)**
- July, which historically is our worst performing month, is forecasted have increased delays

Customer Train Consist Fulfillment

FY26 Customer consist fulfillment has slight improvement vs. FY25



Recent drivers of deviations:

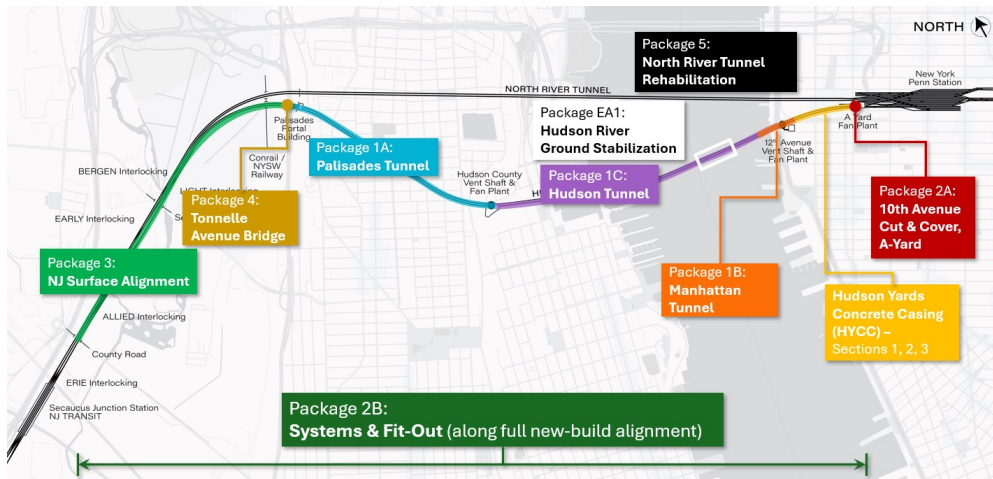
- Amfleet II coaches missing on eastern LD trains
- Amfleet food cars swapped on eastern LD trains
- Superliner sleepers replaced on western LD trains
- Amfleet I coaches missing on Northeast Regionals

Capital Delivery Update

Laura Mason

EVP Capital Delivery

Project Highlights: Hudson Tunnel Project (HTP)



Seven of the ten HTP contract packages are now in construction or completed, supporting 20,000+ jobs



Sources: Amtrak; Gateway Development Commission

Recent contract awards

- Hudson River Tunnel Package 1C (~\$1.28B)
- NJ Surface Alignment Package 3 (~\$712M)

Work progress

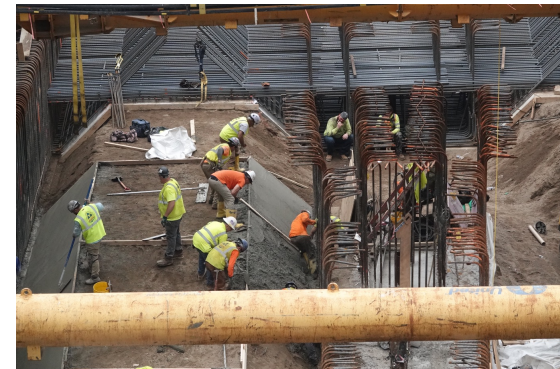
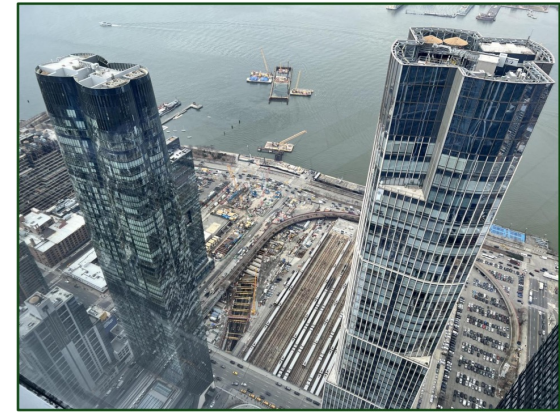
- Tonnelle Ave Package 4 construction completion
- NJ Surface Alignment Package 3 early works completion
- Palisades Tunnel Package 1A and Manhattan Tunnel Package 1B slurry wall completion for access shafts
- Hudson River Ground Stabilization Package EA1 deep soil mixing within cofferdam
- Opening of Community Engagement Centers in NY and NJ

Upcoming work

- Palisades Tunnel Package 1A tunnel boring
- 10th Avenue Cut/Cover and A-Yard Package 2A Construction Request for Proposals (RFP)
- Systems & Fit-Out Package 2B 100% Design

Project Highlights: Hudson Yards Concrete Casing – Section 3 (HYCC-3)

- HYCC-3 roof slab concrete pours are ongoing
- HYCC-3 has broken through to HYCC-2
- New York City High Line Park transfer beam fabrication ongoing



Sources: Amtrak; Gateway Development Commission

Project Highlights: Infrastructure

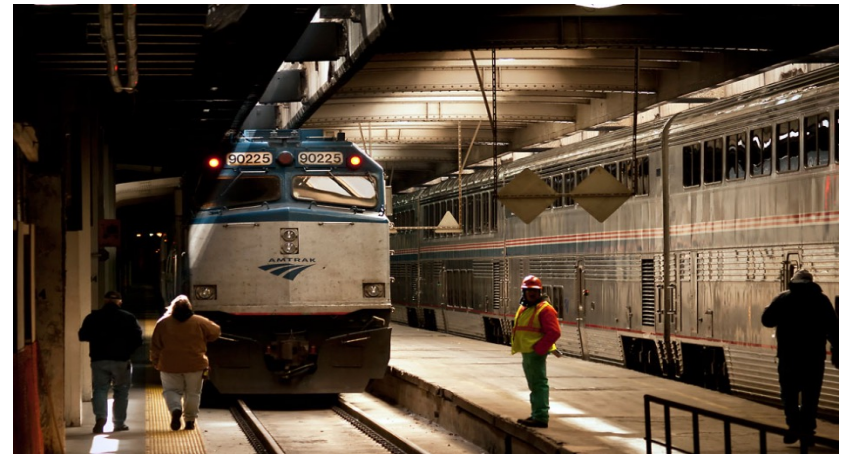
- **Portal North Bridge** Track A commissioned over new bridge progressing infrastructure renewal and improving service flexibility
- **Dock Bridge Rehabilitation** issued Notice to Proceed to begin construction to close the moveable bridge and improve reliability
- **Chicago Union Station** issued Notice to Proceed to upgrade dormant platform for ADA compliance, increase station capacity and improve operational flexibility



Portal North Bridge
(Kearny, NJ)



Dock Bridge
(Newark, NJ)



Chicago Union Station

Project Highlights: Fleet & Facilities



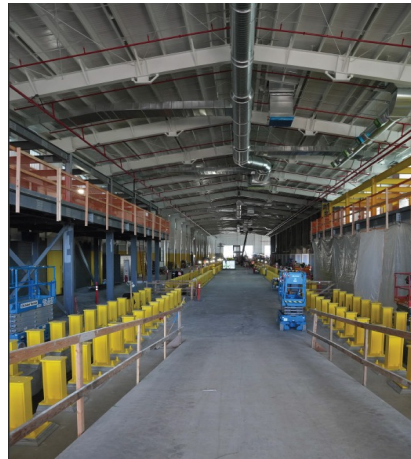
Southampton Yard
(Boston, MA)

NextGen Acela Service



Penn Coach Yard (Philadelphia, PA)

Seattle Yard (Seattle, WA)



- **New Maintenance Facility** construction is progressing
 - **Southampton Yard** foundations, steel erection, and roof work progressing through construction zones
 - **Penn Coach Yard** precast wall panels completed
 - **Seattle Yard** building enclosed with working HVAC, fire protection, and electrical system
- Amtrak has accepted 15 of 28 **NextGen Acela** trainsets, with 14 in revenue service

Project Highlights: Airo Fleet

- First two trainsets have been accepted
- Four other trainsets are currently undergoing testing and commissioning
- First dual propulsion trainset (first one that will run on the Northeast Corridor) has been sent to the Transportation Technology Center in Pueblo, CO to begin testing
- Formal "dress rehearsal" scheduled
- Target date for Airo launch on the Amtrak Cascades Service Line is mid-September to mid-October with three trainsets



TS002 at King Street Station in Seattle

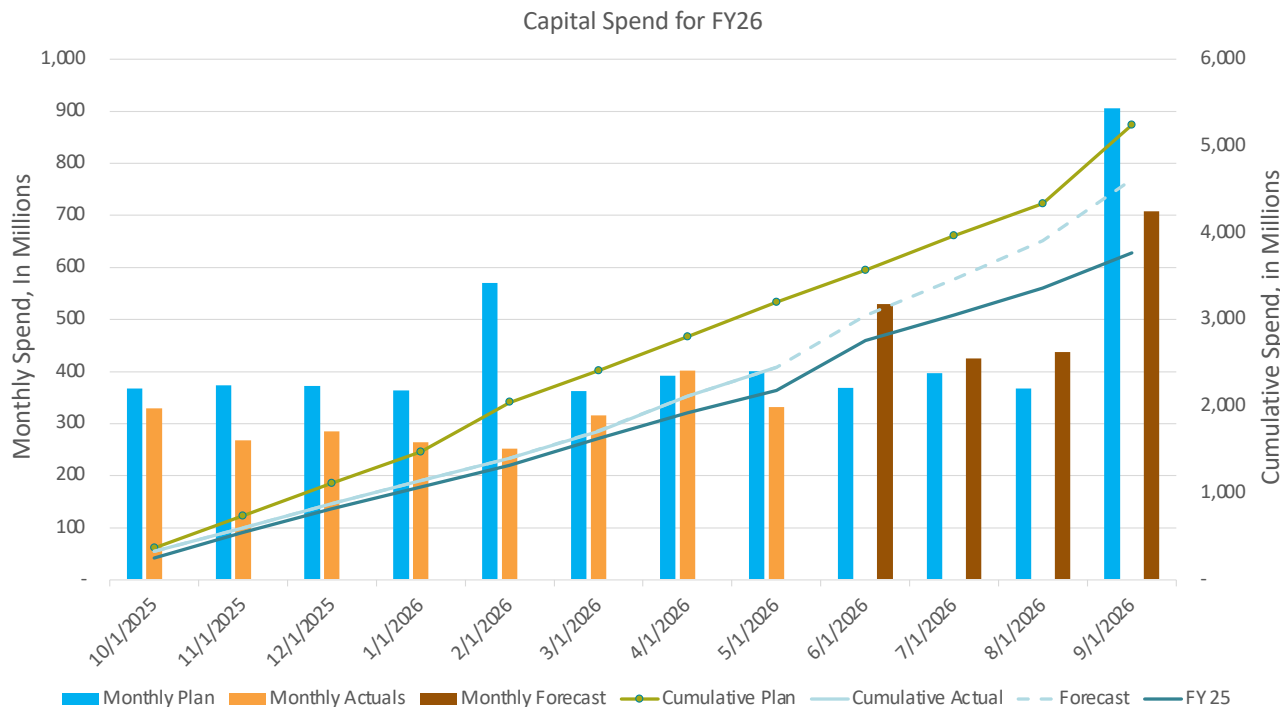


TS009 undergoing testing in Pueblo

Progress Against Plan

Capital Spend for FY26

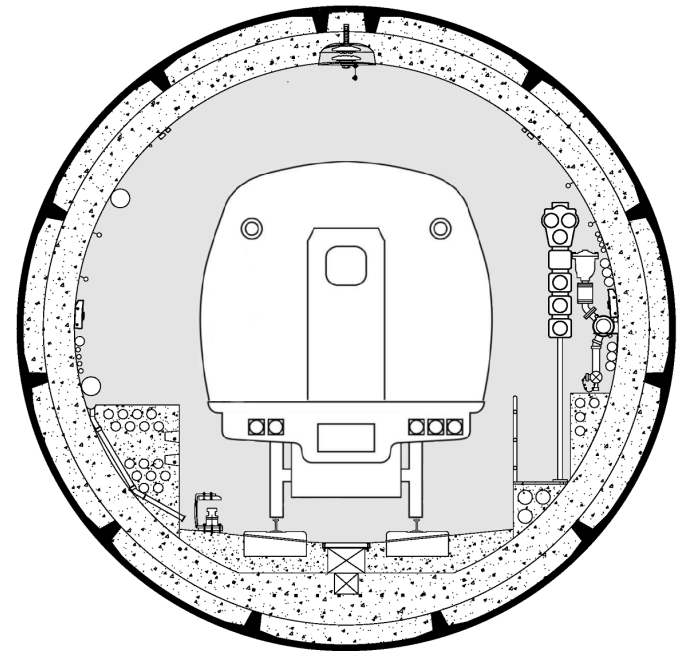
\$753m (24%) below Plan YTD, forecast to close gap to 5% below plan



- Underspend is combination of:
 - Resequencing that will be recovered by Year End
 - Execution delays
 - Delays getting agreement with Partners
- Despite challenges, FY26 spending is outpacing FY25 by **+12%** year to date and is forecasting completing the year **\$690M** ahead of last year

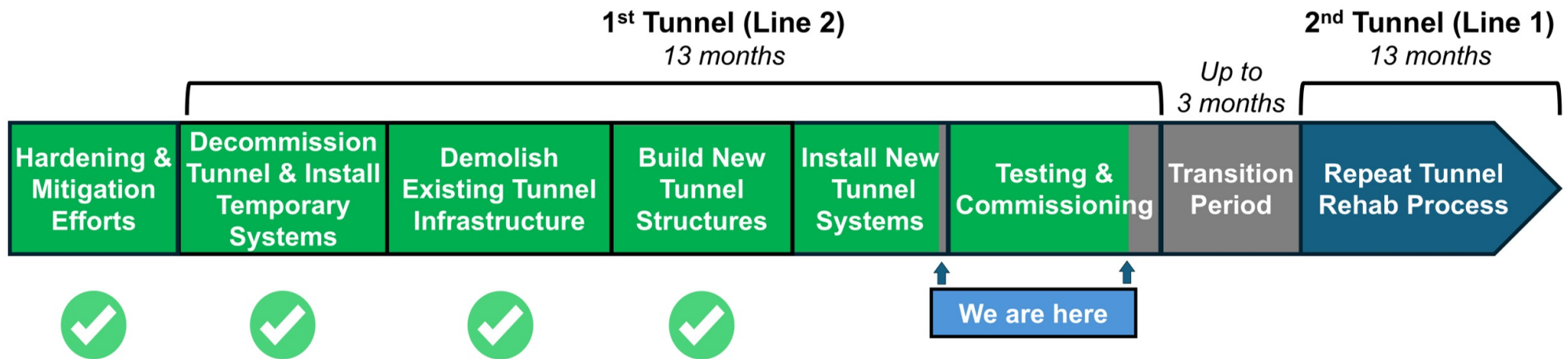
East River Tunnel (ERT) Rehab

- **Demolish** (and remove) tunnel systems to concrete liner
- **Repair**
 - Concrete & fix leaks throughout tunnel liner
 - Concrete behind benchwalls & beneath trackbed
- **Rebuild**
 - Drainage system to industry standard
 - Track bed with direct fixation track
 - Outdated cables and signals with state-of-the art equipment
 - Benchwalls with modern high/low design and improved emergency egress and access



Extend useful life for another 100+ years of intercity & commuter rail service

ERT – Status Update: Where We Are



Train service in the fully rehabilitated Line 2 tunnel is scheduled to resume in early August. The project remains on schedule to conclude by the end of 2027.

** Three-month transition period supports infrastructure hardening ahead of Line 1 closure and provides buffer / schedule contingency.*

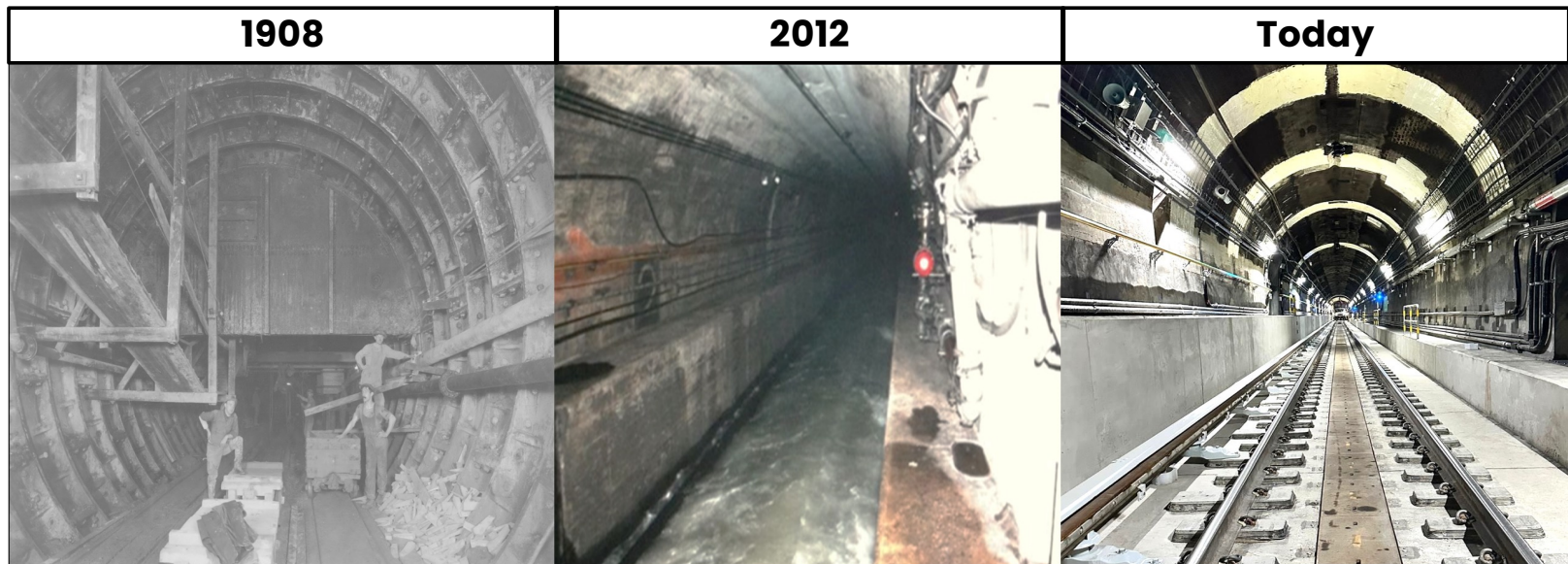
ERT – Looking Toward Tube 1

August 2026: Train service resumes in Line 2

Fall 2026: Line 1 outage begins (following infrastructure hardening)

Late 2027: Train service resumes in Line 1 (following rehab work)

Lessons learned from Line 2 experience will be incorporated into Line 1 work



Connecticut River Bridge – Outage 2026–2027

- November 2026 – November 2027
 - *Why is the outage required?*
 - Piledriving, cofferdams and retaining wall construction in tight proximity to the existing structure and tracks
 - Mitigates risk of track settlement and provides additional work shifts by holding trains away from the work areas
 - *Impacts?*
 - Number of operational tracks will reduce from 2 to 1
 - Increased access for the project
 - Capitalize on the opportunity for other structure and catenary work on the project to advance more quickly



Penn Station Access

- **Significant delays** have been experienced driven by contractor performance issues, safety incidents, and ET subcontractor problems
- Amtrak has implemented **extensive schedule-recovery measures** including:
 - **Increased construction access** through longer single-track operations, increasing outage duration limit from 45 to 150 days, and extending weeknight outage window by two hours
 - **Increased staffing** with doubled force account personnel and transferring scope of existing wire work from troubled contractor to Amtrak

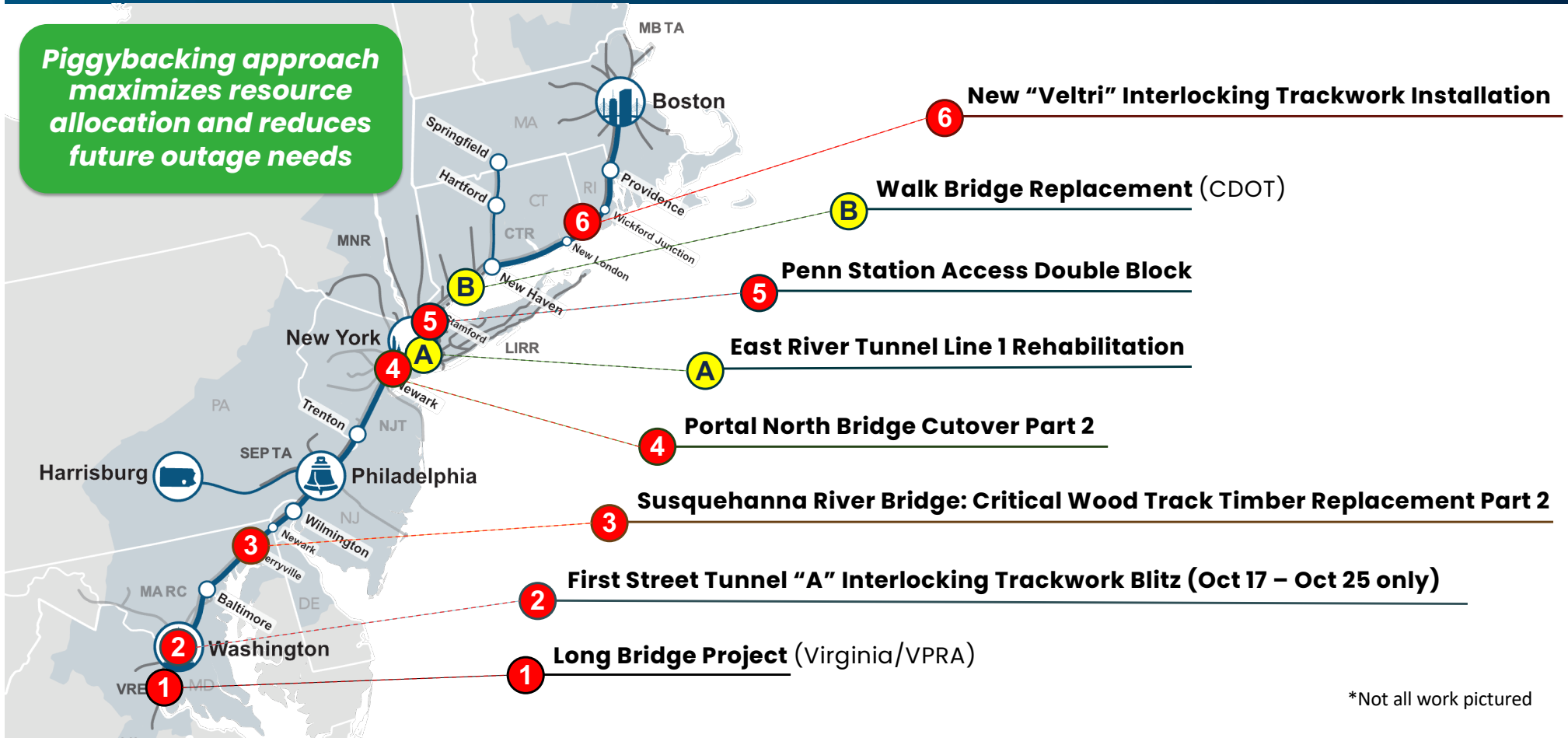
Upcoming Outage: Portal North Bridge

- October 9 – November 16
 - *Why is the outage required?*
 - 2nd phase of project activities to connect, test, and commission Track 2 over the new bridge where Track 3 is already in-service
 - *Impacts?*
 - Number of tracks for trains to operate on will reduce from 2 to 1
 - Train service reductions for Amtrak and NJT customers (~62% frequency reduction)
 - Leveraging increased track access for other SOGR projects while frequencies reduced



Additional Infrastructure Work During PNB Outage

*Piggybacking approach
maximizes resource
allocation and reduces
future outage needs*



*Not all work pictured

First Street Tunnel “A” Interlocking Trackwork Blitz

- October 16–26 (9 full-service days)
 - *Why is the outage required?*
 - Assets have exceeded useful life
 - Extensive trackwork replacement needed in a very difficult, confined area
 - Low headroom and tight side clearance to walls
 - Conventional work methods not possible (similar to CSX Howard Street tunnel)
 - *Impacts?*
 - Full shutdown of Amtrak service to/from Virginia on all 9 days and VRE service on the 5 weekdays
 - Timed with PNB fall cutover service reductions to lessen customer and financial impact



Closing

Roger Harris & Byl Herrmann



Year of Records



East River Tunnel (New York)

1908



2012

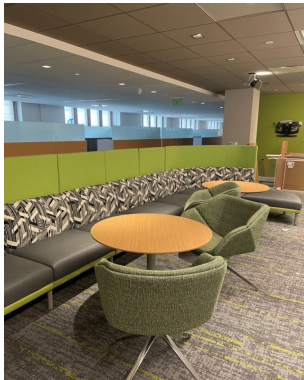


Today



Employee Workspace Modernization

William H. Gray III 30th Street Station

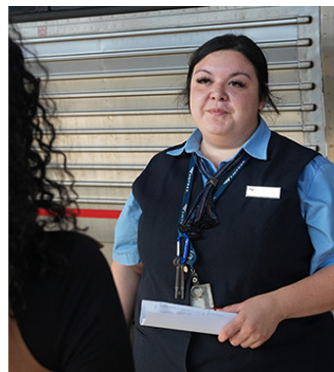


Penn Transformation

- \$243 million Department of Transportation investment for early stages
- \$7 – 8 billion expected total investment



World Cup



Leadership Transition



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.

