

Amtrak Public Board Meeting

September 10, 2025

Safety and Security Briefing



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

Meeting Opening

Byl Herrmann

Chief Legal and Human Resources Officer

Board of Directors



Chairman of the Board

Anthony R. Coscia



Vice Chairman of the Board

Joel Szabat



U.S. Transportation Secretary

Sean Duffy



Ronald L. Batory



David M. Capozzi



Lanhee J. Chen, Ph.D.



Elaine M. Clegg



Christopher C. Koos

Agenda

Agenda item	Presenter
Financial Report	Costin Corneanu
Commercial & Operations Report	Eliot Hamlish & Gery Williams
Capital Delivery Project Review	Jim Short
Mardi Gras & NextGen Acela Update	Roger Harris

Welcome

Roger Harris

Amtrak President

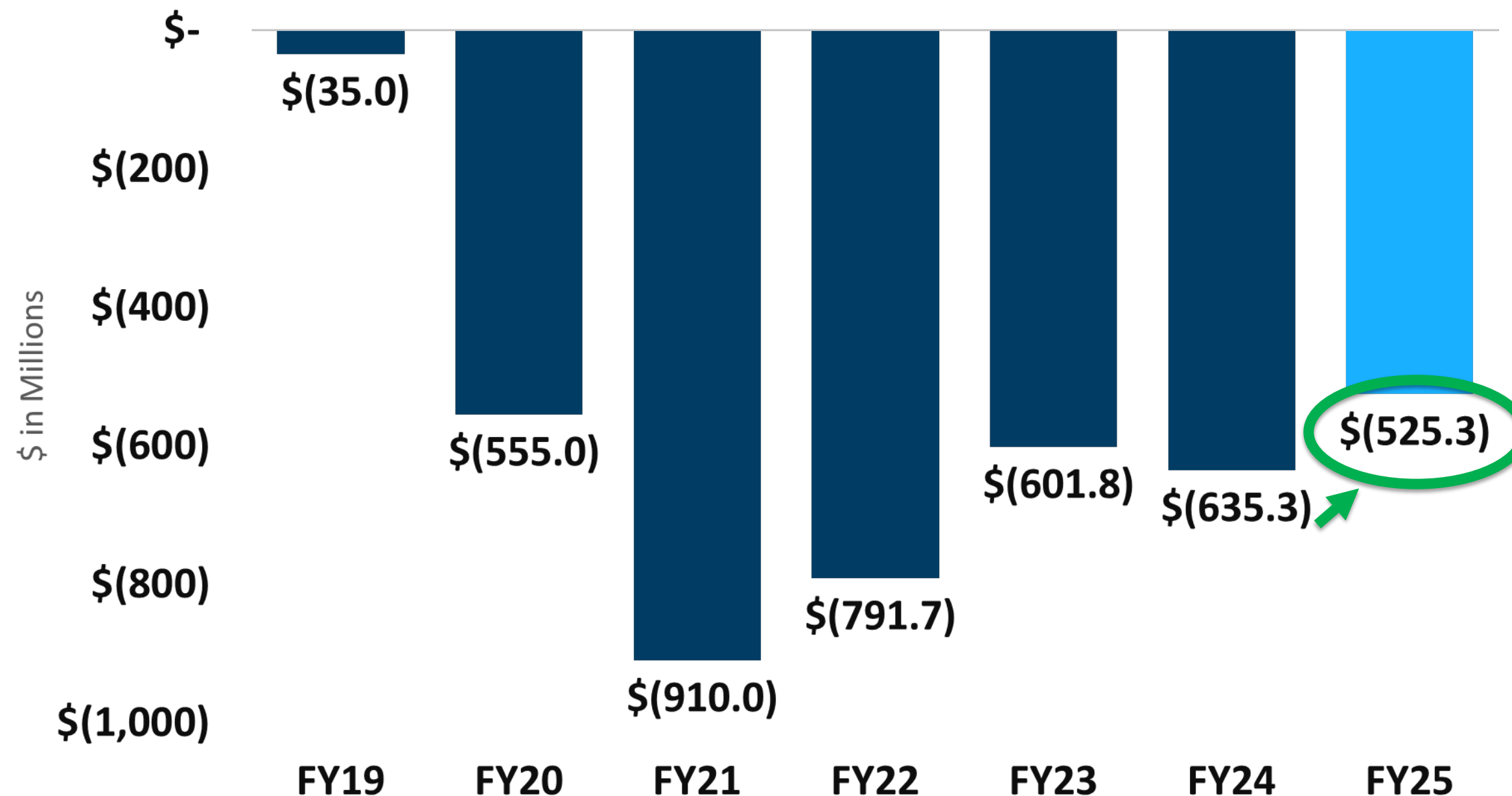
Financial Report

Costin Corneanu

Deputy Chief Financial Officer

Year to Date July Adjusted Operating Results

Adjusted Operating Results are **\$110.0MM or 17.3% higher** YoY

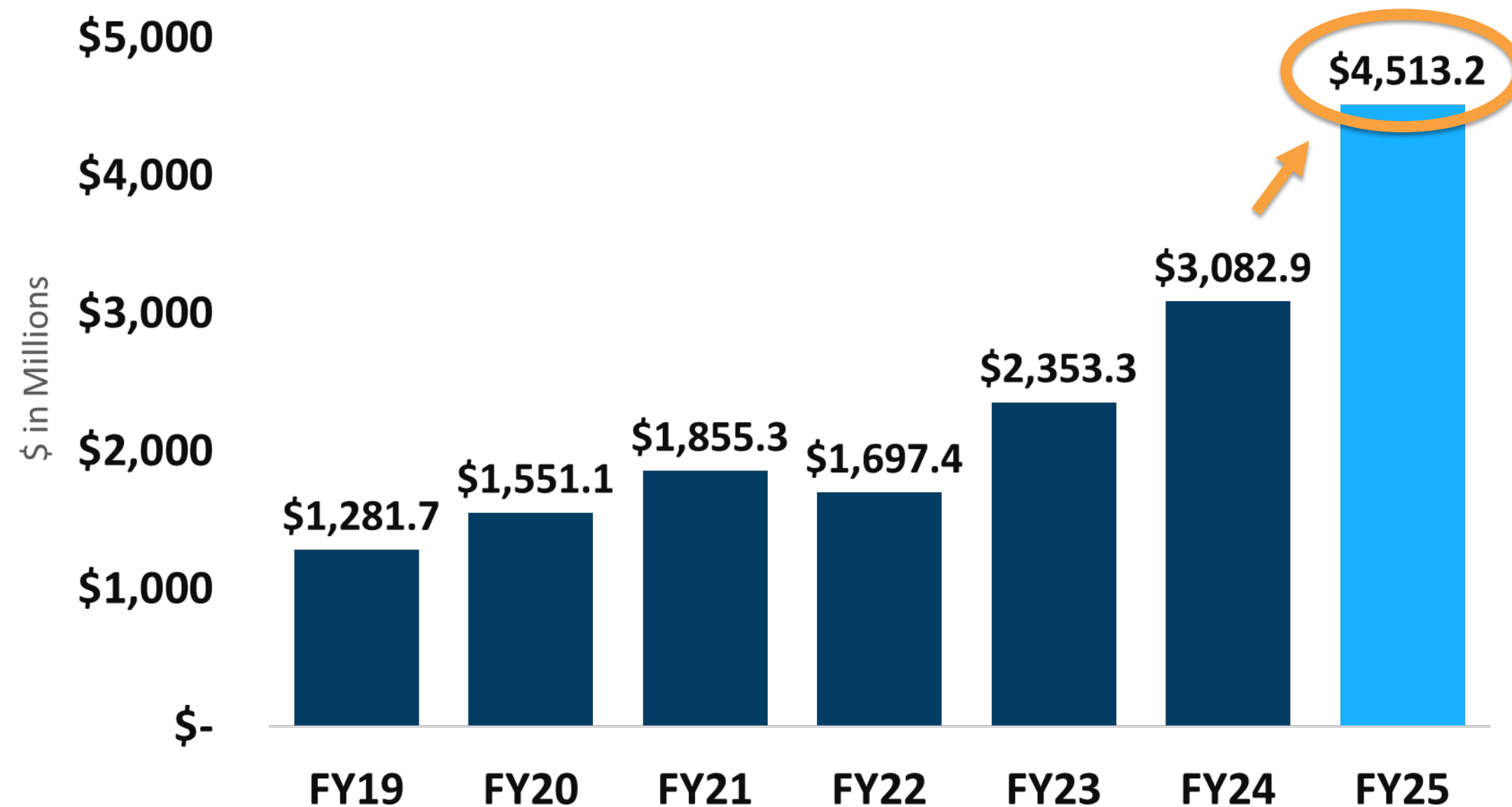


- **\$29.2MM or 5.3%** favorable to plan
- Strong ticket revenue
- Several one-time expenses in FY25

*All Year to Date data sets in the presentation show Fiscal Year data

Year to Date July Capital Spend

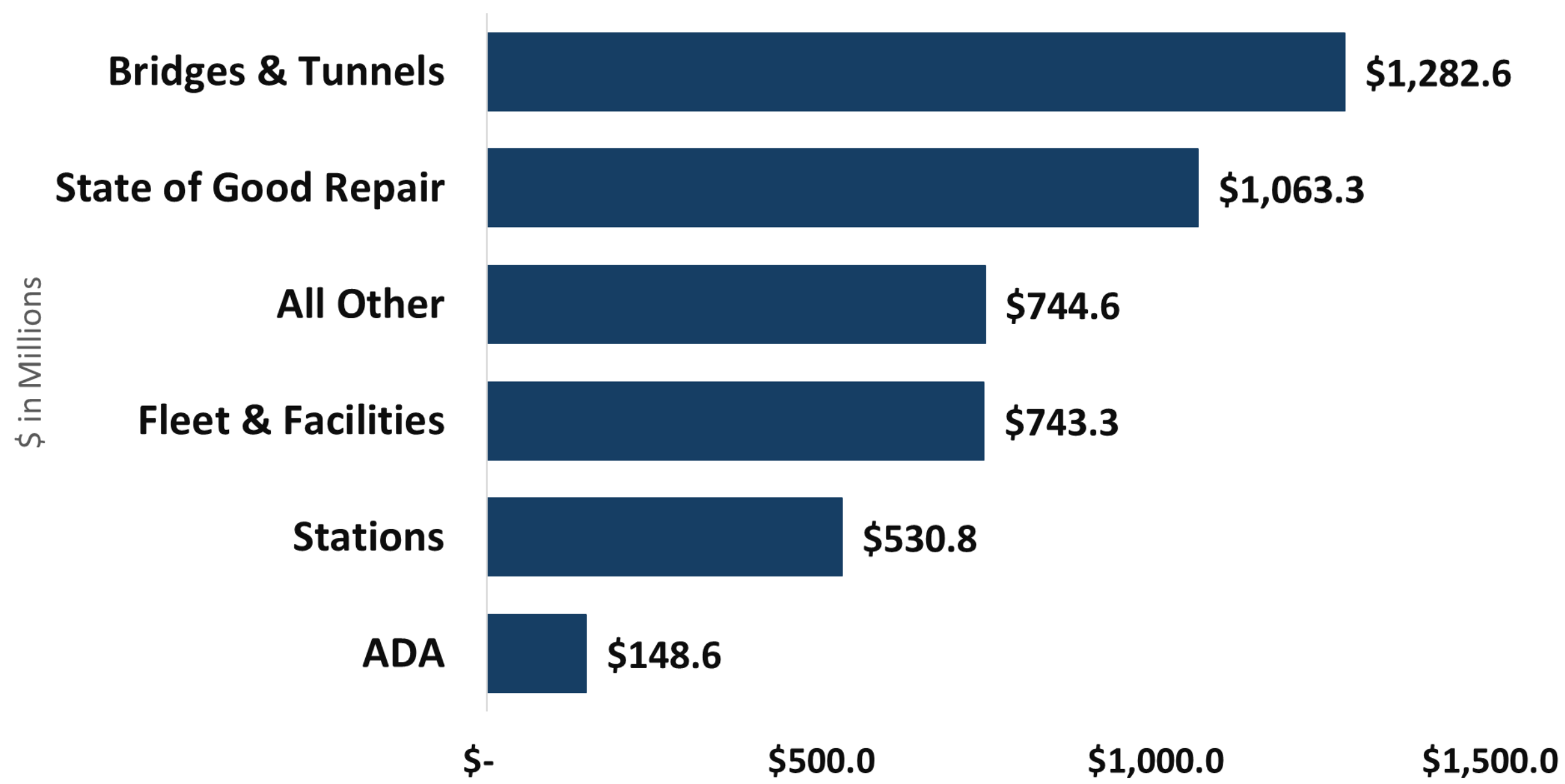
\$4.5B invested YTD; **\$1.4B or 46.4% higher** YoY



- **(\$717.5MM) or (13.7%)** behind plan
- Reflecting delays, Bridges and Tunnels and Facilities schedule delays

Capital Portfolio

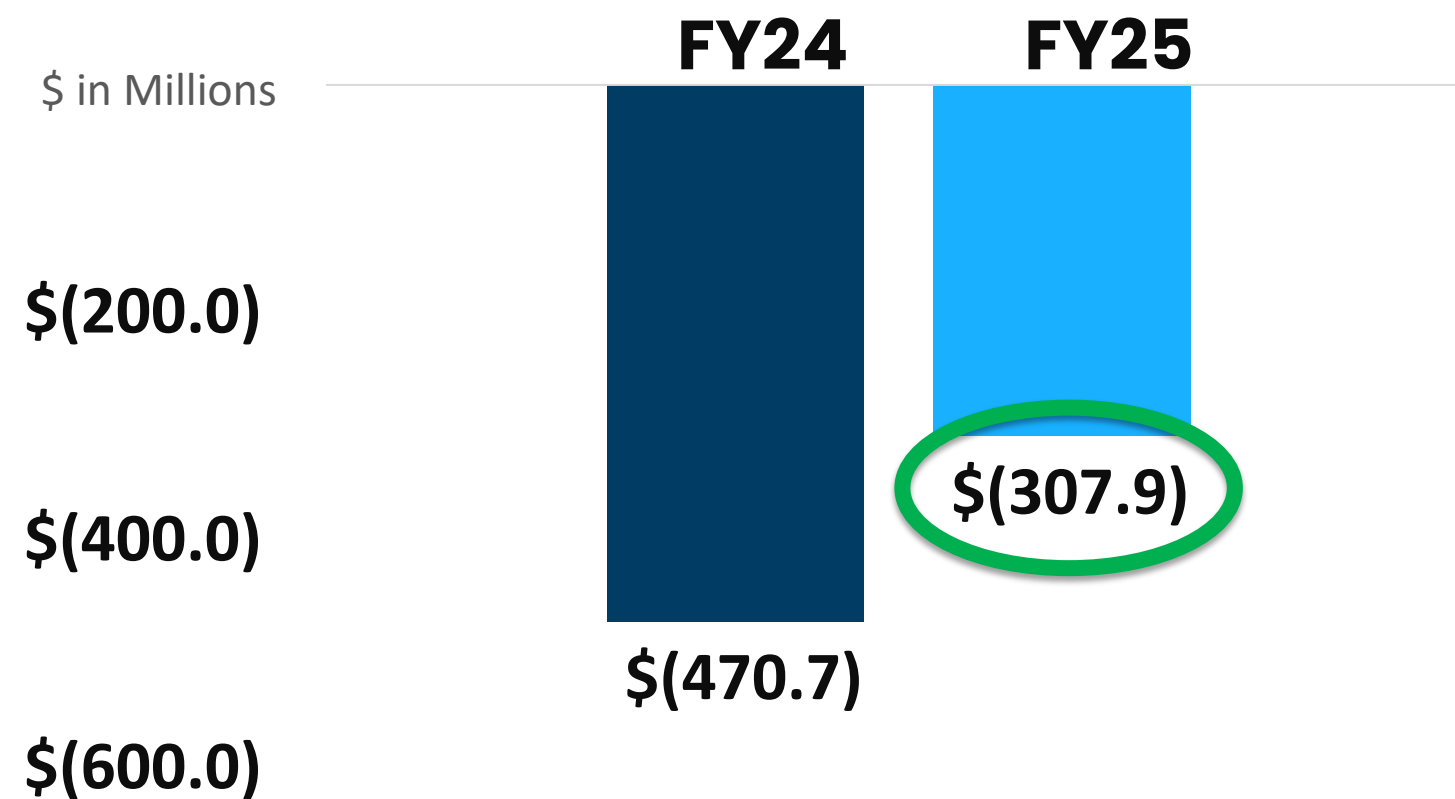
\$4.5B invested Year to Date; 46.4% higher YoY



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

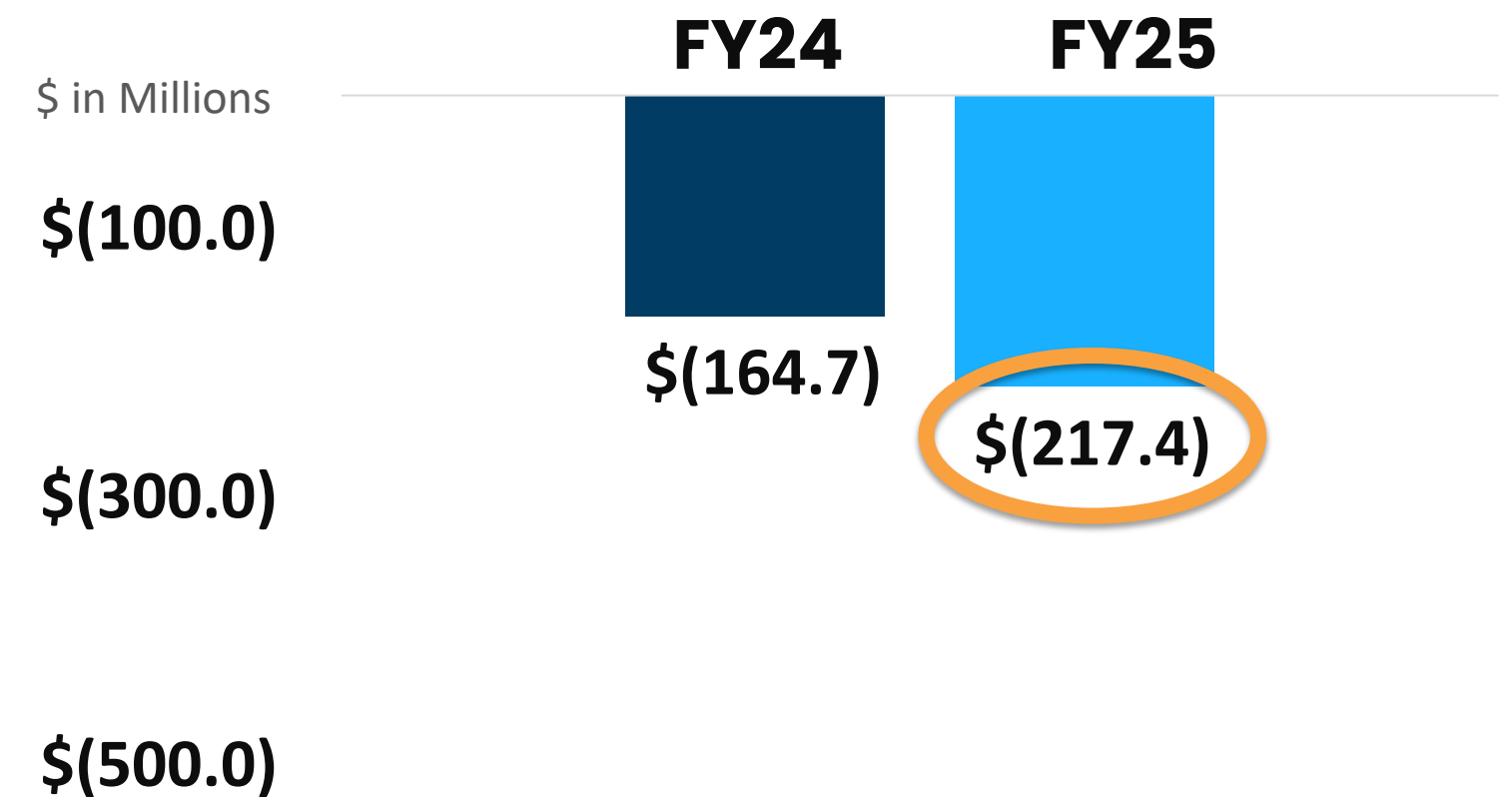
Business Segment Adjusted Operating Results

Passenger Operations



- **\$162.7MM or 34.6%** higher YoY
- **\$71.1MM or 18.8%** favorable to plan

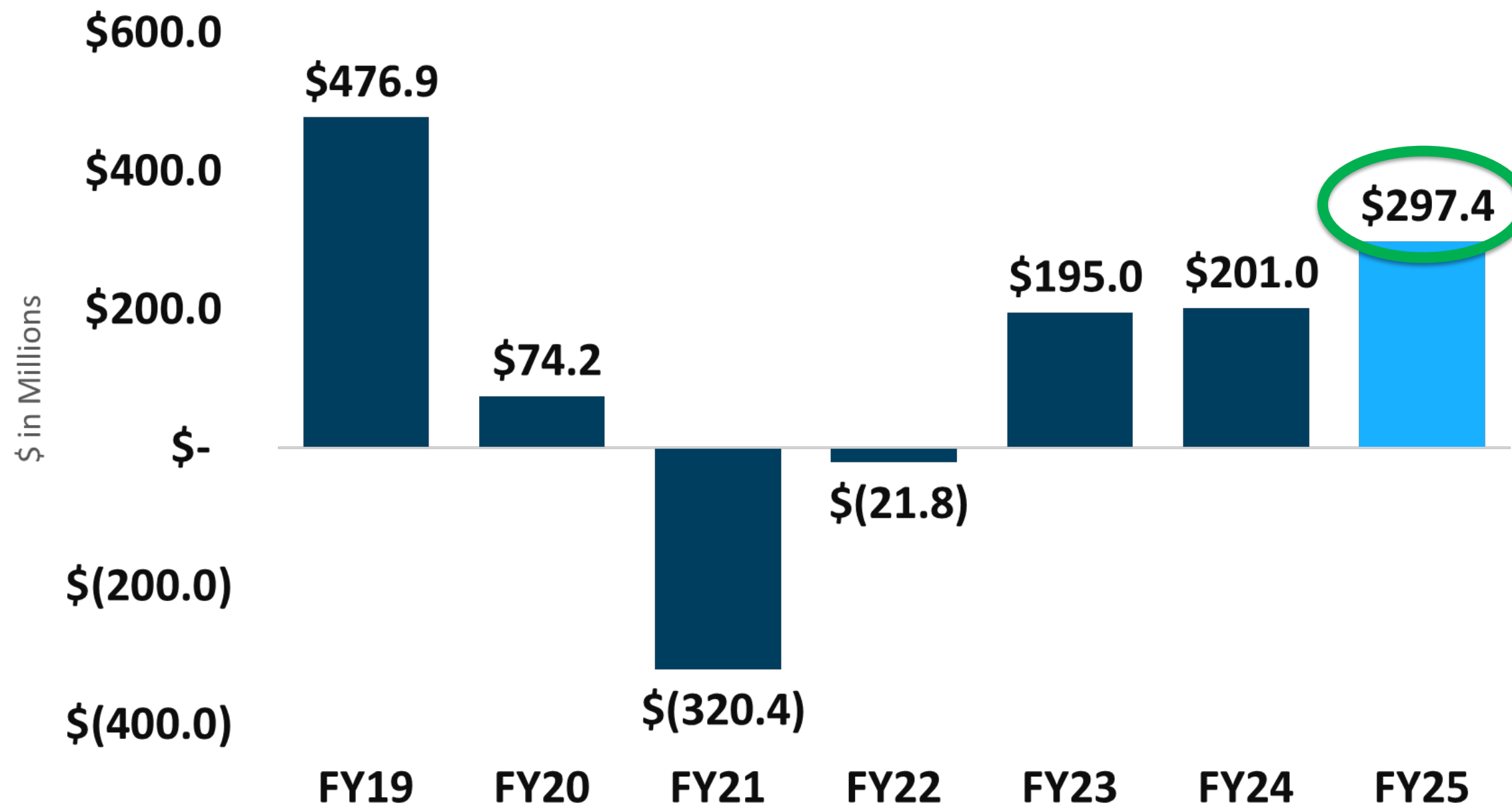
Infrastructure



- **(\$52.7MM) or (32.0%)** unfavorable YoY
- **(\$41.9MM) or (23.9%)** unfavorable to plan

Northeast Corridor Service Line

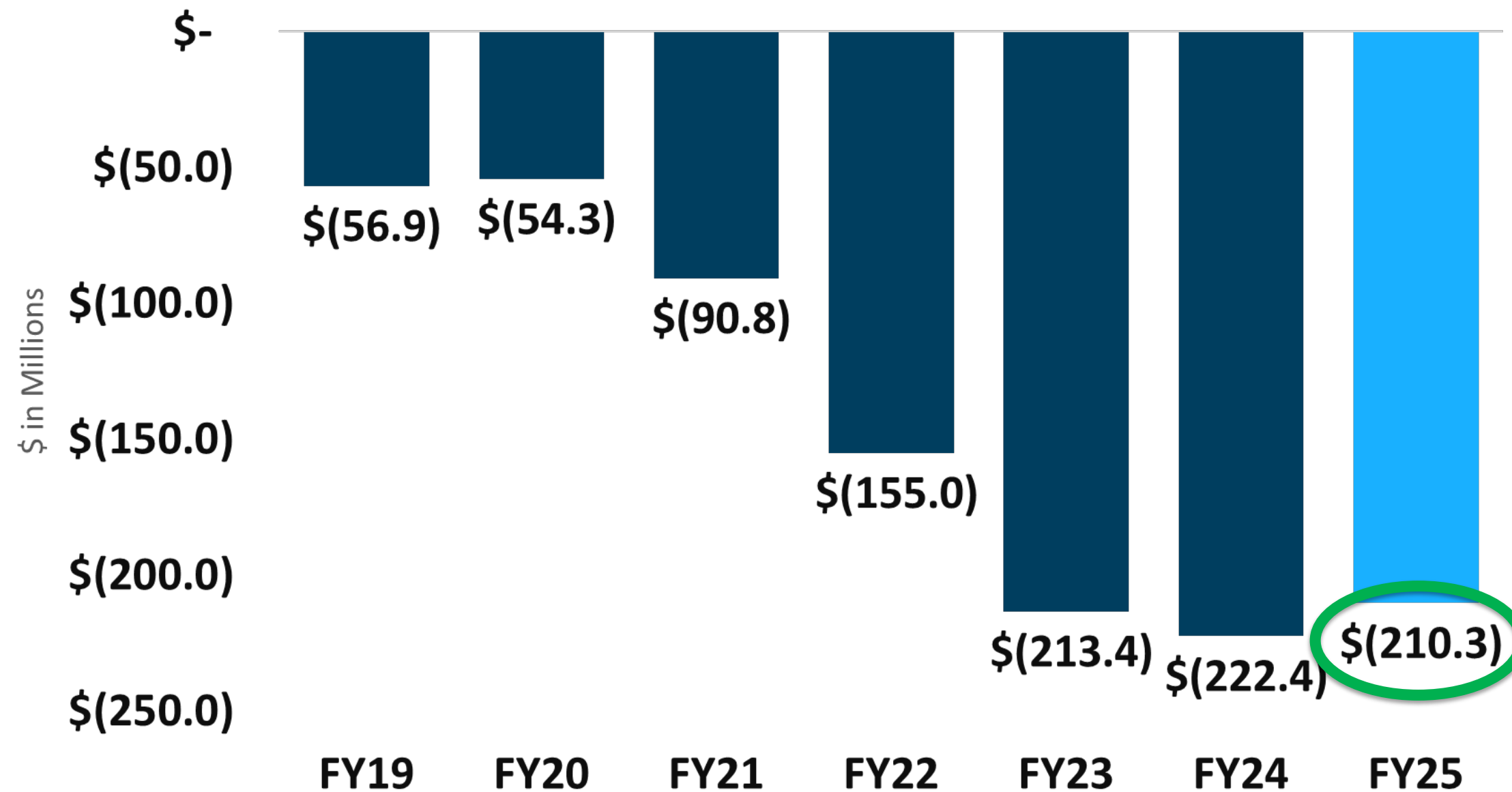
Adjusted operating results \$96.4MM favorable YoY



- **\$11.2MM or 3.9%** favorable to plan
- Strong ridership, revenue and cost containment efforts

State Supported Service Line

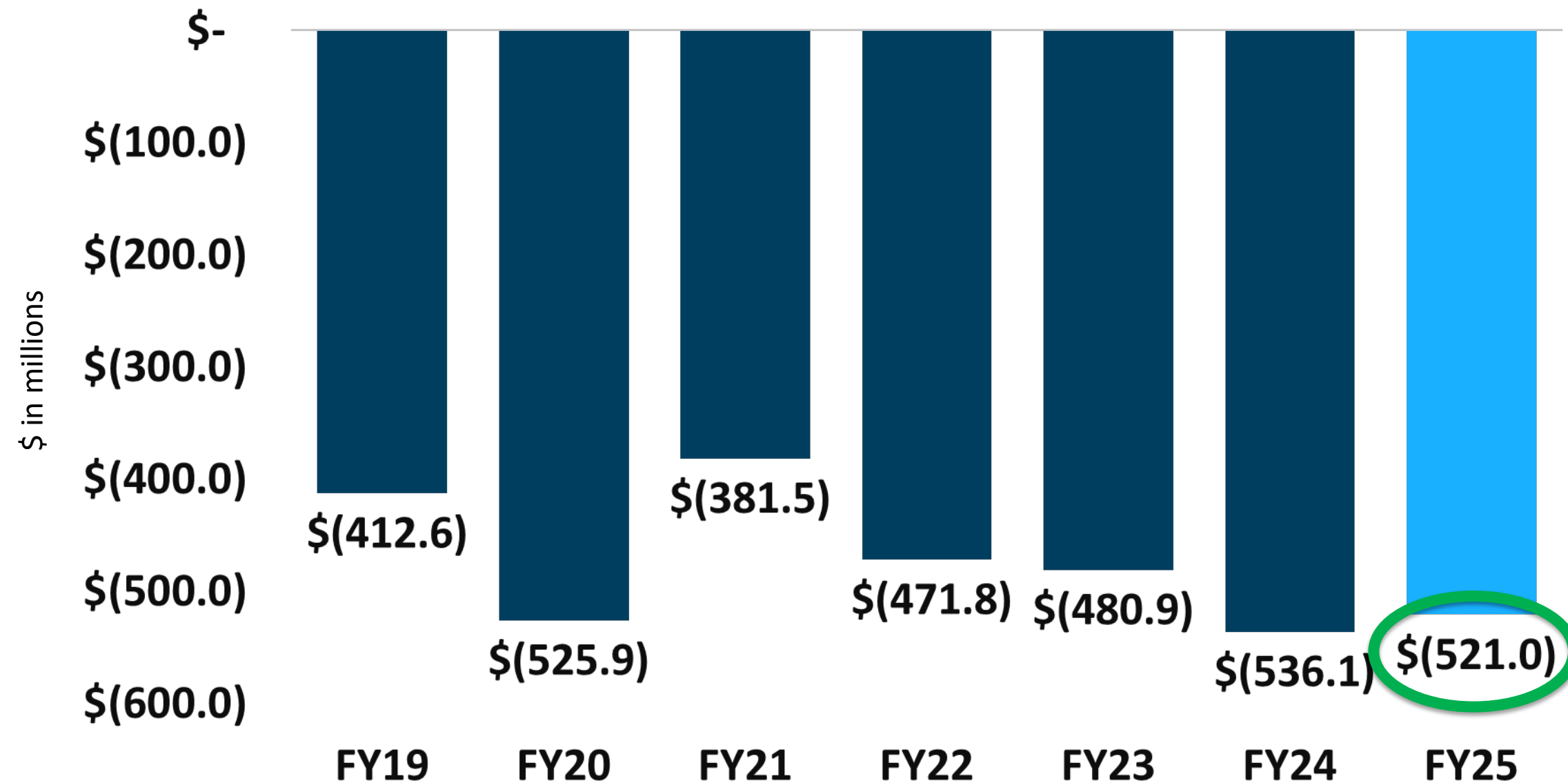
Adjusted operating results \$12.1MM favorable YoY



- **\$2.7MM or 1.3%** favorable to plan
- Maple Leaf, Keystone Service and Hiawathas leading overall improvement

Long Distance Service Line

Adjusted operating results **\$15.1MM** favorable YoY



- **\$8.8MM or 1.7%** favorable to plan
- Strong results driven by deployment of additional capacity

Commercial & Operations Report

Eliot Hamlich

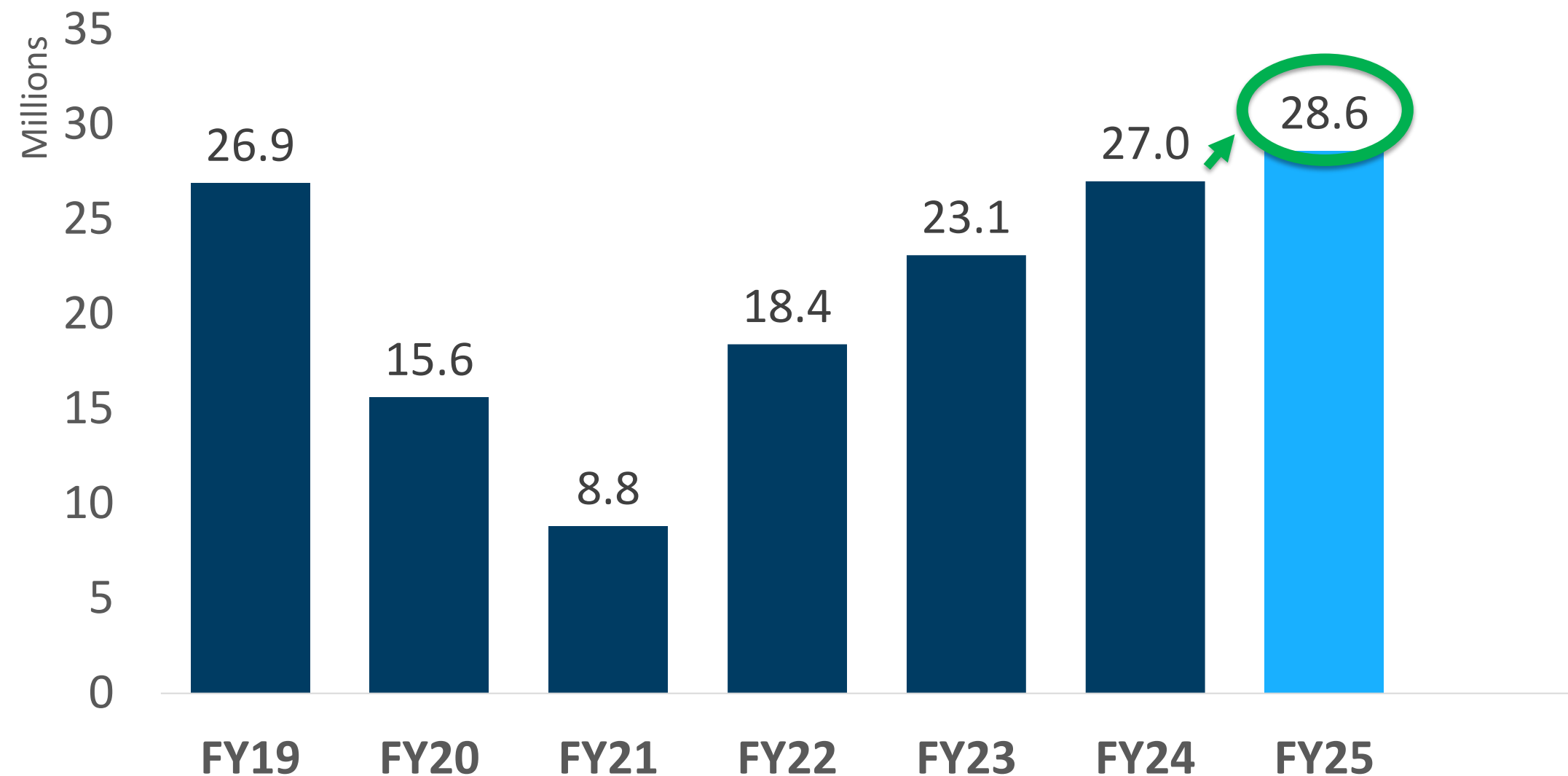
Chief Commercial Officer

Gery Williams

EVP Service Delivery & Operations

Ridership Year to Date July

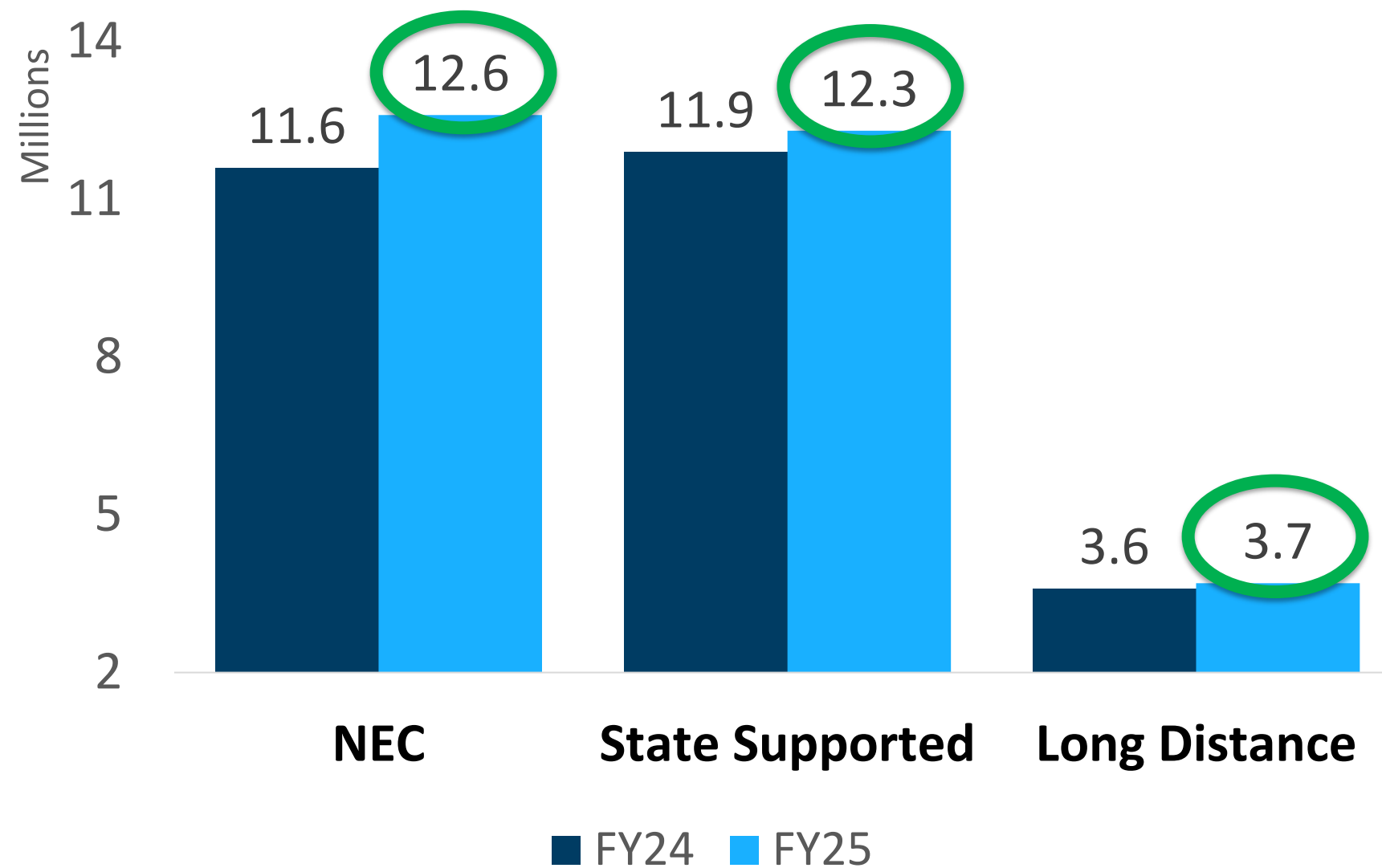
Ridership is 1.57M higher (5.8%) YoY



- **+475k**
 - **1.7%** favorable to plan Year to Date
- Key drivers include quick turns resulting in additional Northeast Regional capacity, East River Tunnel outage delays

Ridership by Service Line Year to Date July

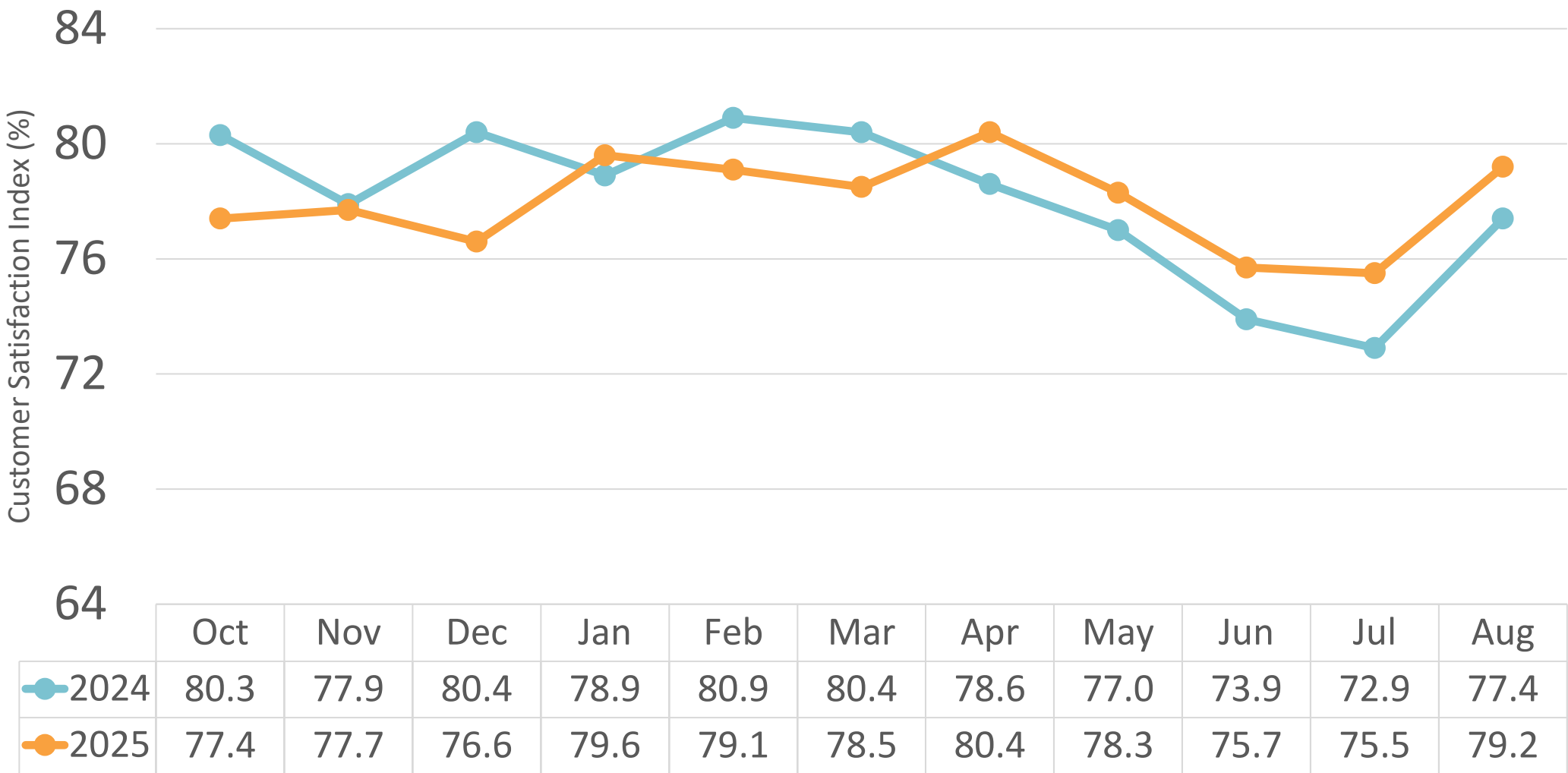
Ridership is favorable YoY for all service lines



- Northeast Corridor **+254k**
 - **8.9%** favorable YoY
 - **2.1%** favorable to plan
- State Supported **+104k**
 - **3.2%** favorable YoY
 - **0.9%** favorable to plan
- Long distance **+118k**
 - **4.5%** favorable YoY
 - **3.3%** favorable to plan

FY25 Customer Satisfaction Index by Month vs. FY24

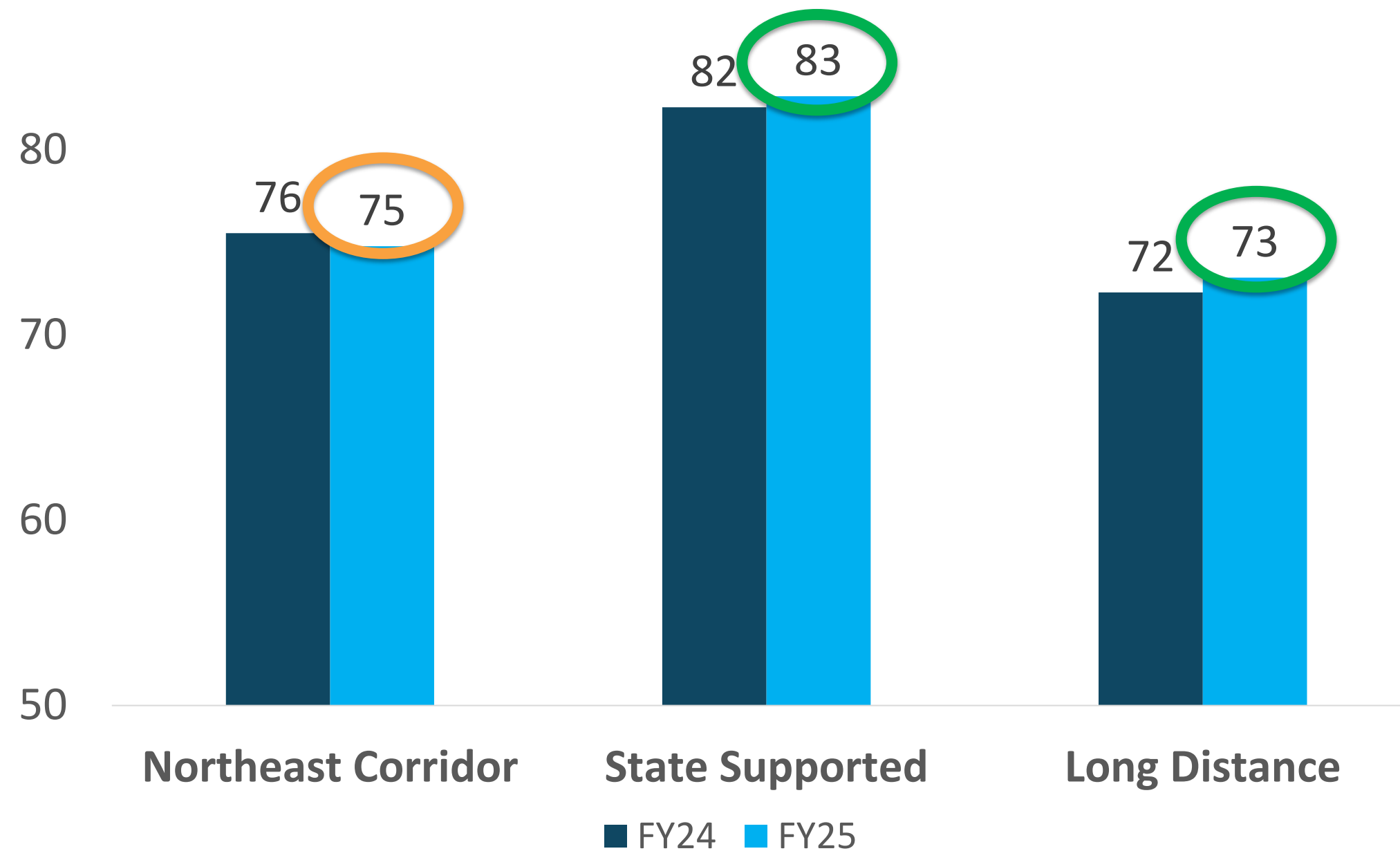
Customer Satisfaction Index monthly view shows improvement in second half of FY25



- FYTD **0.4%** unfavorable to plan
- Main driver is On-Time Performance
- Monthly Customer Satisfaction Index scores have shown +1-3 ppt YoY improvement since April
- Primary contributors to CSI gains include improved On-Time Performance, train status communication, and Wi-Fi

Customer Satisfaction Index by Service Line (Fiscal Year to Date July)

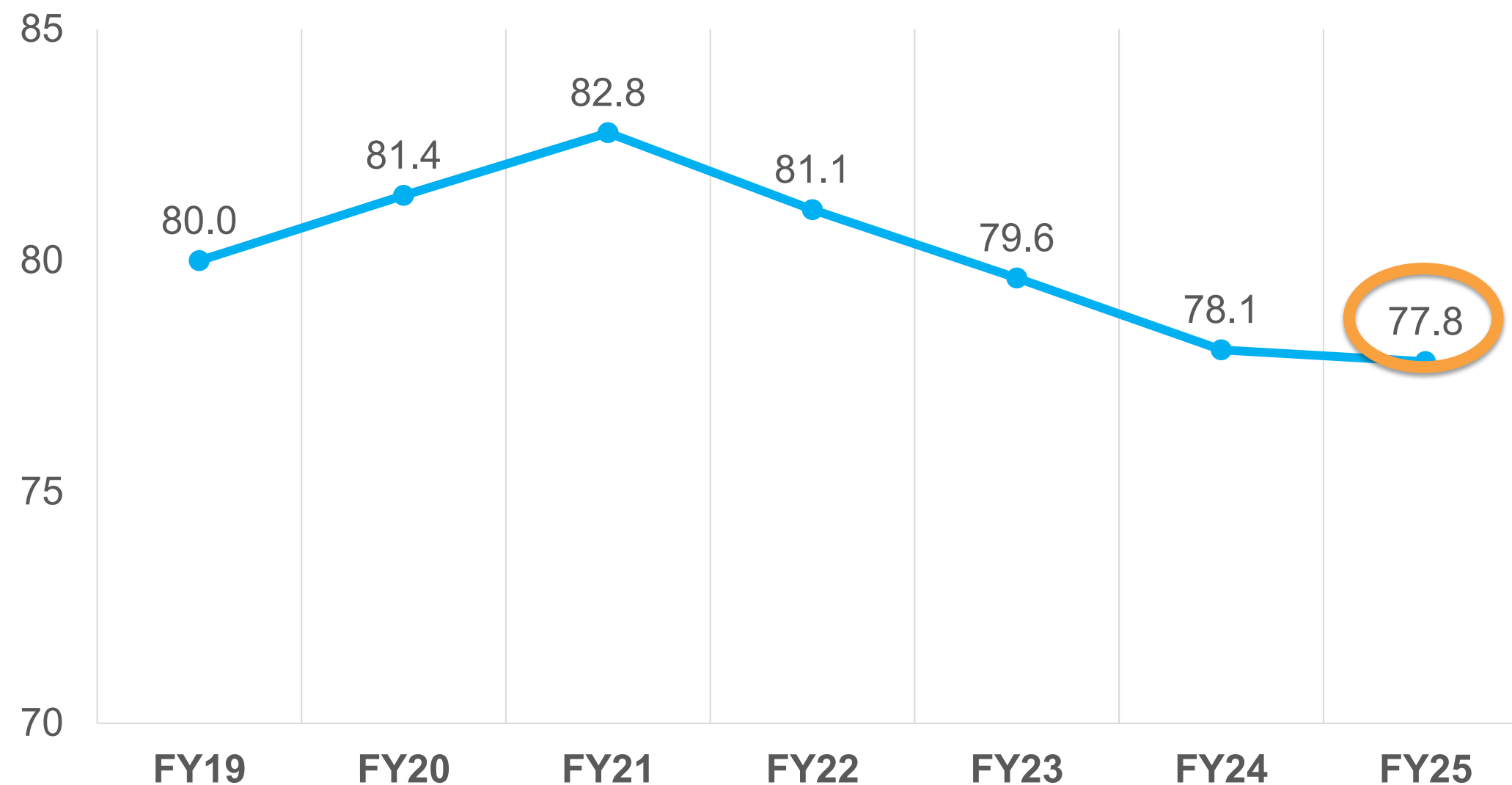
Customer Satisfaction Index for the service lines is mixed



- Northeast Corridor
 - **0.7%** unfavorable YoY
 - **1.3%** unfavorable to plan
- State Supported
 - **0.6%** favorable YoY
 - **0.5%** favorable to plan
- Long Distance
 - **0.8%** favorable YoY
 - **0.8%** favorable to plan

Historical Perspective on Customer Satisfaction Index Performance (Year to Date July)

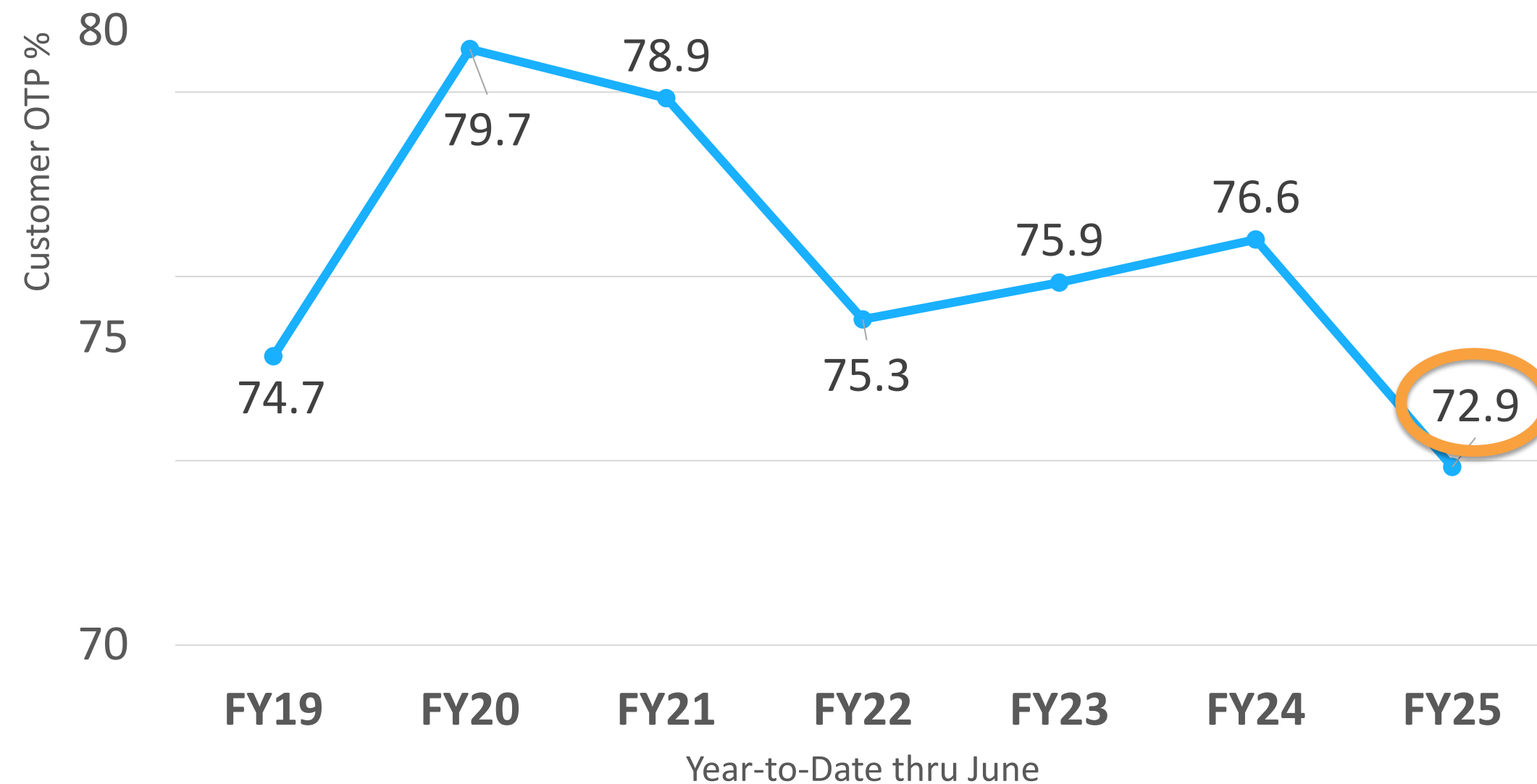
Customer Satisfaction Index is down **0.3%** YTD YoY



- **0.3%** unfavorable vs. FY24
- On-Time Performance is primary contributor to YoY downward trend
- Continued investment in Wi-Fi, Communications, Food & Beverage, and other areas will support future gains

Historical Perspective on Customer On-Time Performance (Year to Date July)

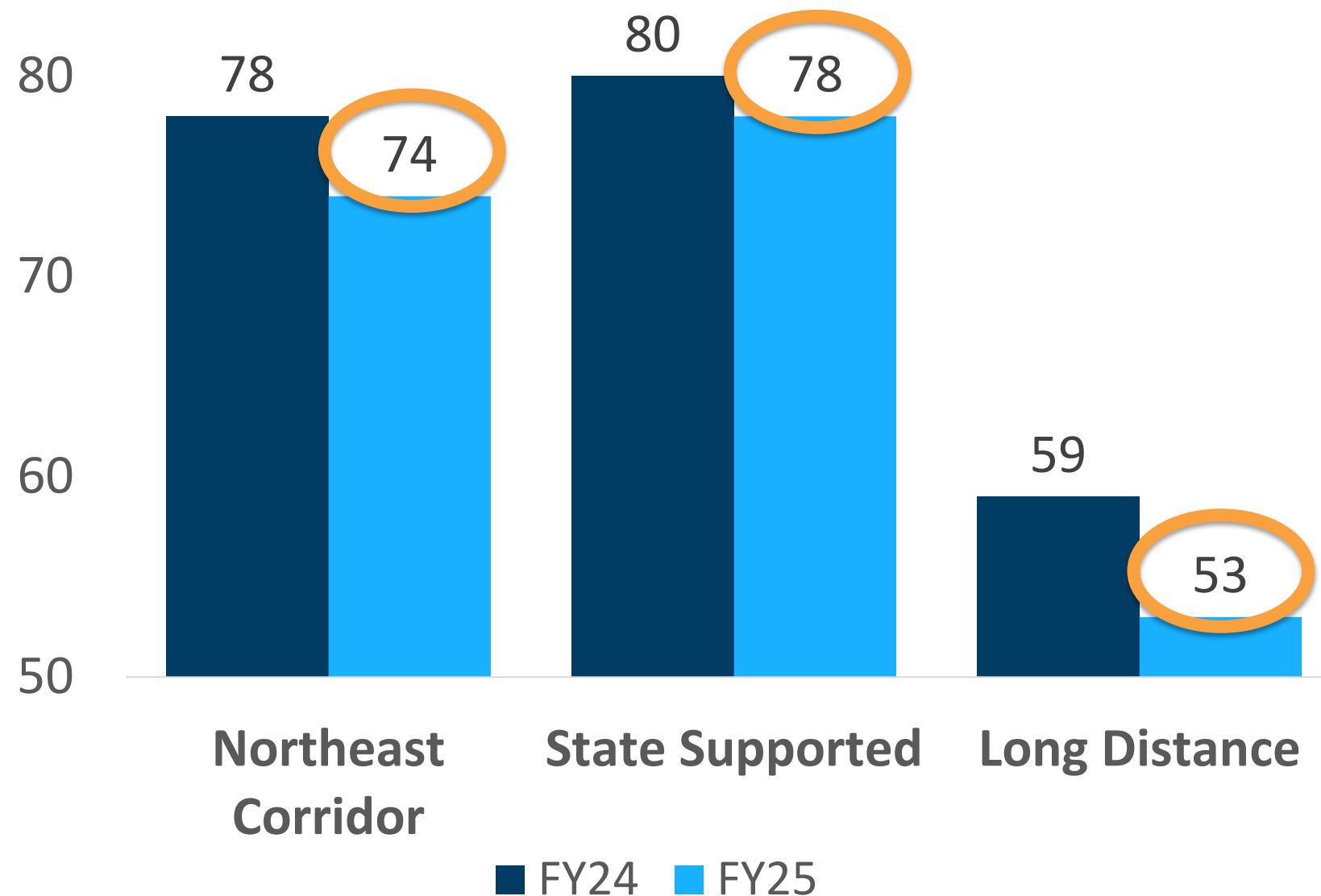
Customer On-Time Performance is unfavorable **3** points YoY



- **3.1** points unfavorable to plan
- Key drivers of Customer On-Time Performance results are extreme weather, aging fleet and major project work

Customer On-Time Performance by Service Line (Year to Date July)

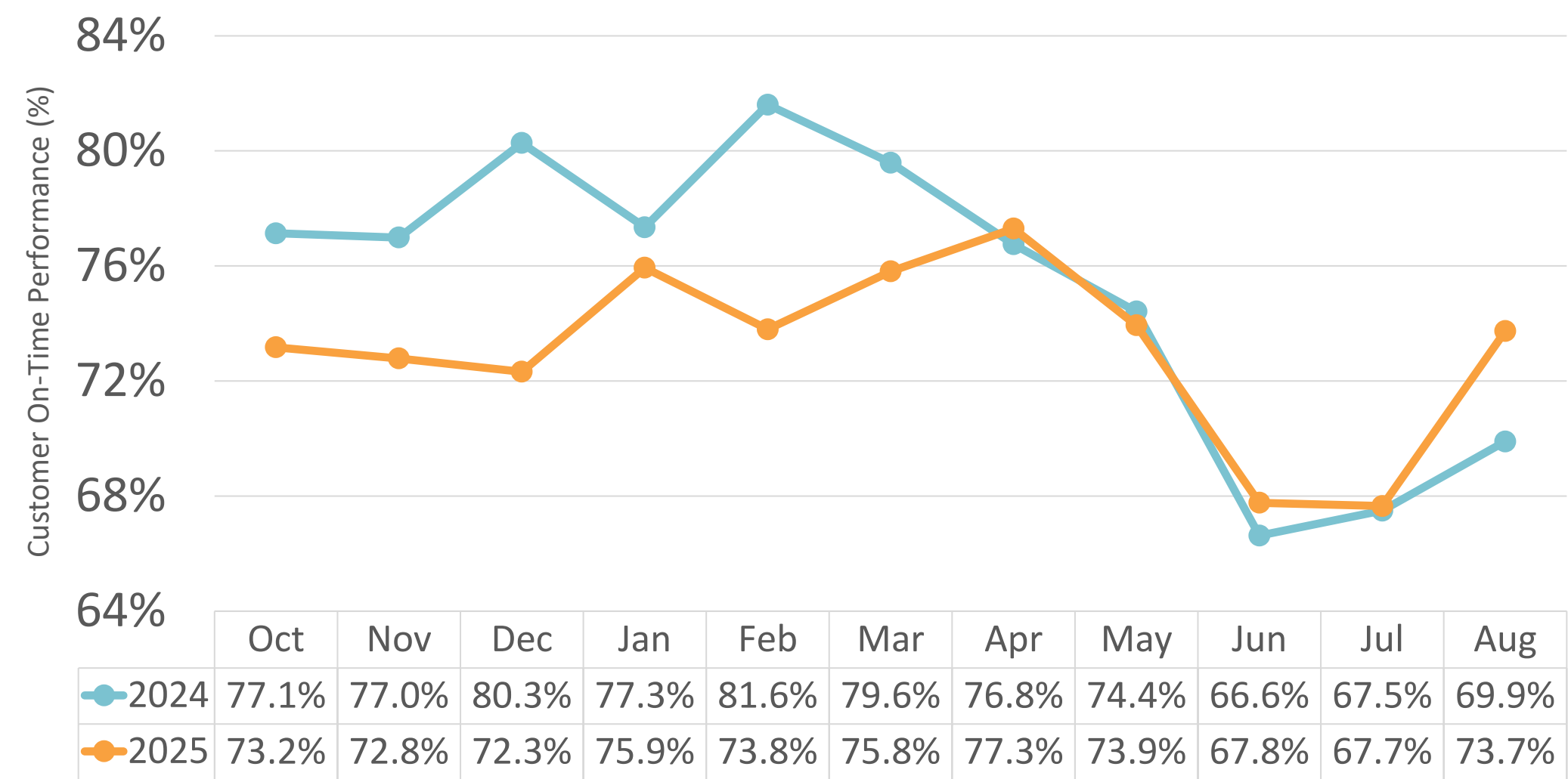
Customer On-Time Performance is unfavorable YoY by Service Line



- Northeast Corridor
 - 4 points unfavorable YoY
 - 6 points unfavorable to plan
- State Supported
 - 2 points unfavorable YoY
 - 2 points unfavorable to plan
- Long Distance
 - 6 points unfavorable YoY
 - 4 points unfavorable to plan

FY25 Customer On-Time Performance by Month vs. FY24

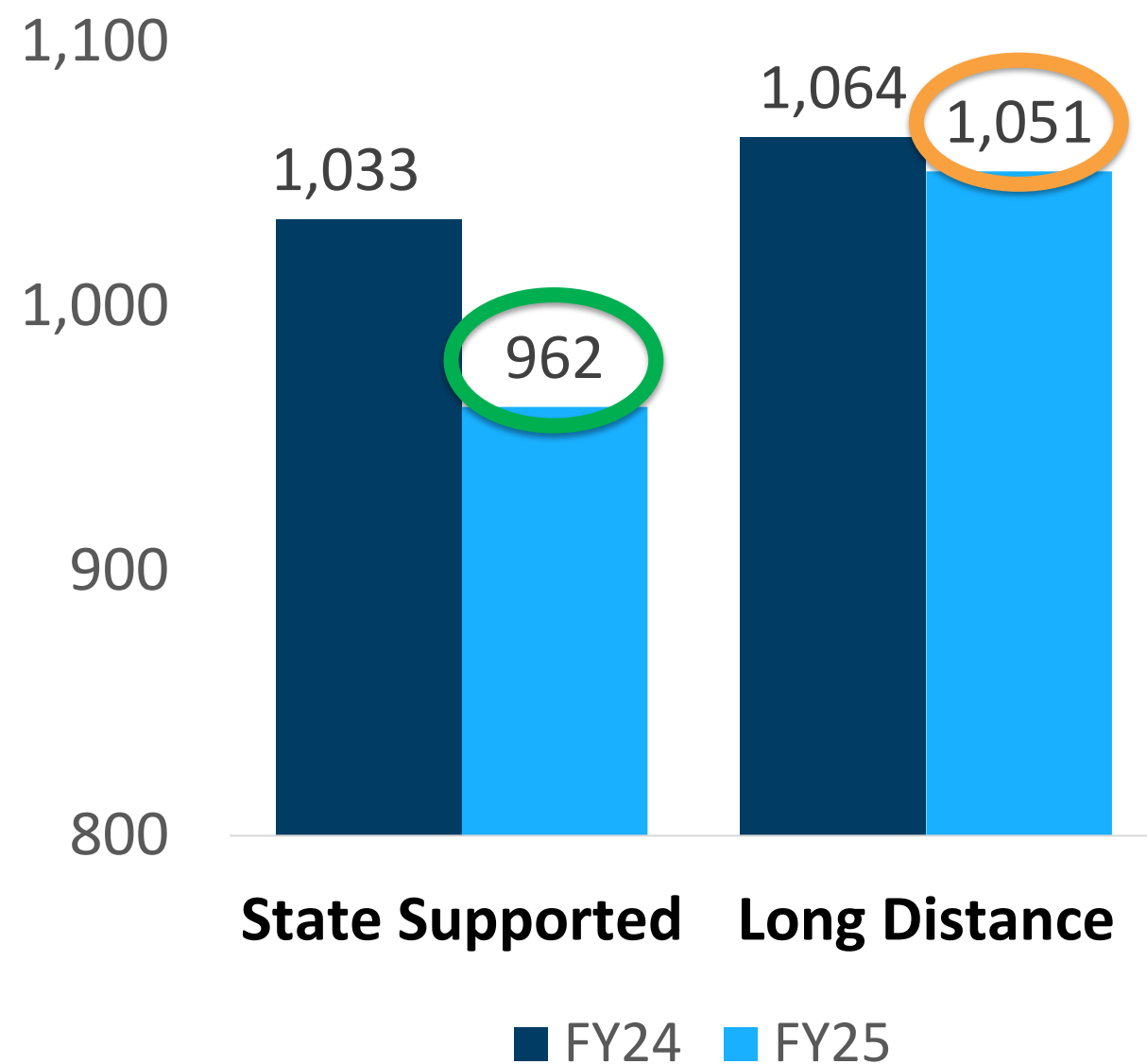
Customer On-Time Performance monthly view shows improvement in second half of FY25



- Additional Northeast Corridor schedule adjustments were made at the end of July to address performance concerns
- Northeast Corridor performance improved by 11 points in August, helping overall On-Time Performance improve 6-points over July

Host Railroad Responsible Delays

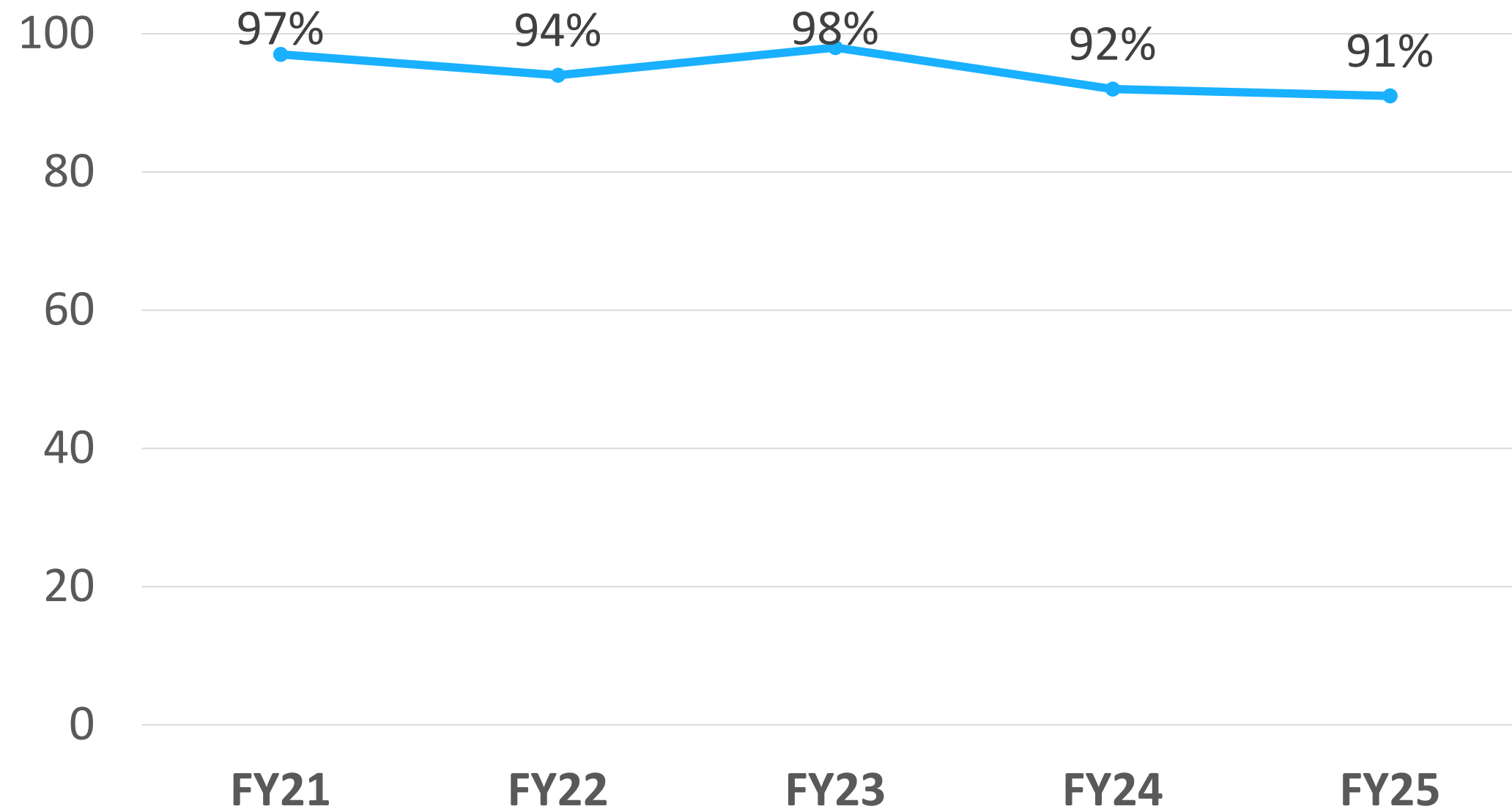
Host Railroad Responsible Delays per 10K Train-Miles **41 (3.9%)**
favorable YoY



- State Supported
 - **6.9%** favorable YoY
 - **5.5%** favorable to plan
- Long Distance
 - **1.2%** favorable YoY
 - **3.2%** unfavorable to plan

Customer Train Consist Fulfillment Year to Date

Customer consist fulfillment has decreased slightly vs. historical trends



Drivers of deviations from planned consists include:

- Missing Amfleet Coach on Northeast Regionals
- Venture Coach missing or replaced with Venture Business Coach
- Amfleet and Talgo trainsets swapped on the Cascades

Capital Delivery Project Update

Jim Short

Acting SVP Capital Delivery

Capital Delivery FY26 Plan

Theme: Deliver on Plan

- Deliver projects planned scope, on/ahead of schedule, on/under budget, safely, in a quality manner and in compliance with relevant requirements
- FY26 Capital Plan – \$5.2B



FY26 – NextGen Acela

- Complete trainset production
- Commission and accept all trains
- Transition Acela fleet to entirely NextGen Acela trains (all legacy trains retired)
- Partner with Federal Railroad Administration and Alstom to achieve full approval



FY26 – *Airo*

FY26 Plan: ~\$440M

- Equipment production proceeding according to plan
- Complete first diesel trainset testing at Transportation Center in Pueblo, CO
- Transport first trainset to Penn Coach Yard for commissioning
- Ship first *Airo* dual mode trainset to begin testing
- *Airo* equipment enters revenue service on the Cascades line



FY26 – Facilities

FY26 Plan: ~\$900M

- Progress Airo Level 1 Maintenance Facilities improvements:
 - Begin construction of Sunnyside maintenance and Crew Base facilities (\$200M)
 - Complete Seattle maintenance facility improvements
- All Airo Level 2 Maintenance Facilities planning underway
- Complete conceptual design for facility enhancements to support new long distance fleets



Seattle Yard (\$111M)



Southampton Yard (\$136M)

FY26 – Major Stations

FY26 Plan: \$344M

Philadelphia 30th Street Station – \$230M

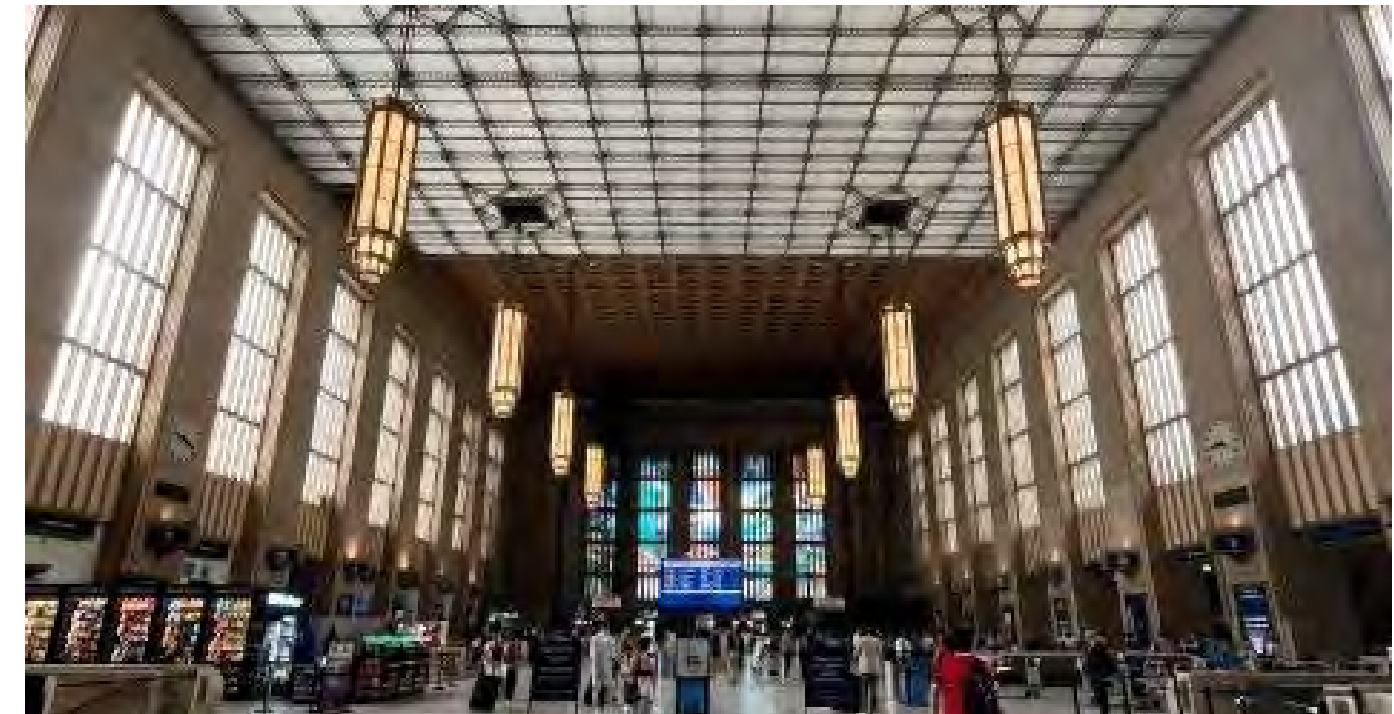
- Continue elevator and escalator replacement
- Complete South Tower Office Construction
- Begin North Tower Office Construction

Baltimore Penn Station – \$45M

- Complete Platform 2 Construction
- Continue Final Design for Headhouse
- Continue Exterior Construction

Chicago Union Station – \$55M

- Complete PE/NEPA for Concourse Improvements
- Begin PE/NEPA for Platforms/Ventilation Improvements
- Begin High-Level Platform construction



Philadelphia 30th Street Station



Baltimore Penn Station



Chicago Union Station

FY26 – Capital Renewal

FY26 Plan: \$879M

System Portfolio

- Track Laying System & Undercutter 2
- Undercutter 1, High Speed Surfacing, Turnout & Rail Replacement

New York Division

- Complete Ham Interlocking Turnouts and Signals
- Continue Sunnyside Yard Frequency Converter Replacement

New England & Empire Division

- Install Catenary foundations and poles at Veltri I/L
- Install turnouts and signals at Sweeney I/L

Mid-Atlantic Division

- Complete 138 KV transformer for Conestoga Step-Up Yard



FY26 – Tunnels & Track

FY26 Plan: ~\$850M

East River Tunnel

- Re-open Line 2 in July 2026
- Line 1 closes for modernization in September 2026

Hudson Tunnel Project

- 90% design submission for Package 2B (Rail Systems and Fan Plants)
- Award Package 3 (New Jersey Surface Alignment)
- Award numerous tunnel packages and start construction by end of FY26



East River Tunnel



Hudson Tunnel Project

FY26 – Major Bridges

FY26 Plan: ~\$660M

Connecticut River Bridge

- Complete all trestle platforms, and drill shaft at Piers 7,8 and Control House
- Remove submarine cables, bring online temp signals

Portal North Bridge

- Complete cutover of Track 3 and Track A; and begin revenue service
- Complete Bridge over northside of Boonton Line as well as Viaduct 2 Structure



Connecticut River Bridge



Portal North Bridge

FY26 – Major Bridges

FY26 Plan: ~\$660M

Sawtooth Bridge

- Issue NTP for Construction Early Work (Package 1B)
- Commence PATH Utilities Relocation and Purchase Conrail Property

Susquehanna River Bridge

- Start Issued for Construction (IFC) plans
- Execute Real Estate Acquisitions

Dock Bridge

- Issue Notice to Proceed to Construction Contractor
- Procurement of equipment and begin steel fabrication



Susquehanna River Bridge



Dock Bridge

FY26 – B&P Program

FY26 Plan: ~\$670M

- Advance major utility relocation works at the South and North portal areas
- Purchase long-lead materials for railroad signal work (Winans Interlocking)
- Continue Mulberry Bridge Work
- Start construction at West Baltimore New Station.
- Launch the \$50M Community Investment Program



Mardi Gras and NextGen Acela Update

Roger Harris
Amtrak President

Launch Video

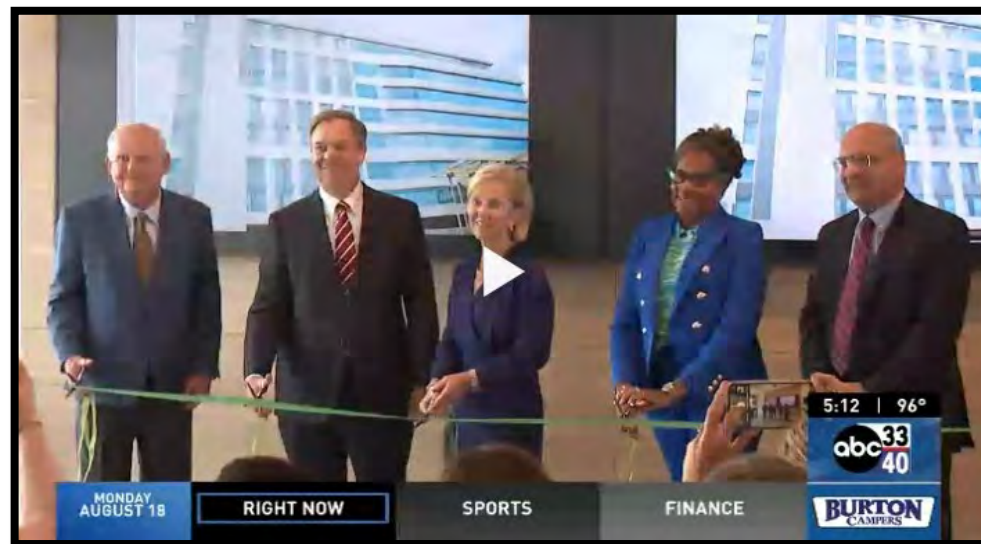


Mardi Gras Inaugural



Media Coverage: Mardi Gras

- More than **800 stories**
- Over **1B impressions**
- Full engagement from local media to celebrate new service



T+L Travel + Leisure • Iona Brannon
News | US | Aug 19 · 2:30 PM

This Amtrak Route Was Just Revived After a 20 Year Pause...

WVUE-TV • Maddie Kerth
News | US | Aug 16 · 11:22 AM

Amtrak launching \$15 'Mardi Gras Service' linking Mobile,...

WVUE-TV • Nigell Moses
News | US | Aug 16 · 12:38 PM

Lt. Gov. Nungesser celebrates launch of new Amtrak passeng...

WVUE-TV • Bob Johnston
News | US | Aug 17 · 10:41 AM

Inaugural 'Mardi Gras' train brings out hundreds at stops...

FOX 10 WALA-TV • Stephen Alexander
News | US | Aug 16 · 5:55 PM

Amtrak's Mardi Gras Service makes inaugural trip to Mobile

NextGen Acela-brating



Media Coverage: NextGen Acela Launch

- More than **3,300 stories**; highest in recent years
- Nearly **5B impressions**
- More than **100 reporters** attending Acela-bration events



The New York Times • Gabe Castro-Root
Premium | US | Aug 29 - 2:49 PM

Riding Amtrak's New Acela Train:
Sleeker, Comfier and a Tiny Bit...

NPR • Joel Rose
News | US | Aug 28 - 2:14 AM

Amtrak's flagship Acela trains
get a long-awaited upgrade

CBS News • Kris Van Cleave
News | US | Aug 30 - 6:47 PM

Amtrak's new high-speed Acela
train a gamechanger for...

CNBC • Laya Neelakandan
News | US | Aug 28 - 3:30 AM

Amtrak is launching its faster
NextGen Acela with better...

Bloomberg • Sri Taylor
News | US | Aug 28 - 5:30 AM

Amtrak Debuts New High-Speed
Acela Trains After Years of...

Looking Ahead

- Full Acela fleet transition to NextGen Acela with 24 trainsets in 2026
- New Amtrak Airo trains to debut on the Amtrak Cascades in 2026
- Fifty additional new Long Distance locomotives begin delivery in 2026
- Completion of Superliner interior upgrades in Coaches, Dining Cars, First Class Sleepers, and Sightseer Lounges



