

AMTRAK 2024 ANNUAL PUBLIC BOARD MEETING**Wednesday, Dec. 4, 2024**

Seattle, Washington – Embassy Suites Hotel

Updated: 12/17

Board and Executive Remarks

Note: This transcript is produced with the support of our event stenographer. It is meant to capture the main points of our speakers. It is not meant to be a verbatim transcript of every spoken word.

CHAIR TONY COSCIA:

Good morning, everyone.

On behalf of the entire Board of Directors, our entire Executive Leadership Team, and our 22,000 employees, welcome to Amtrak's 2024 Annual Public Board meeting.

Happy holidays to everyone. This is our favorite time of the year at Amtrak, and we have the privilege of reuniting family members and friends in more than 500 communities around the country we serve.

We can't deliver on our mission to provide passenger rail service without the ongoing and sustained public support from Congress, from our State Partners, and you.

We seek to earn your trust every day by providing safe, reliable, and efficient service.

This is our third year of hosting a Public Board meeting.

Let me give you some context for the hosting of our Board meeting today.

In 2022, we started to invite the public to one meeting each year.

This is a great way for us to update you on our business, as well as hear directly from you on ways that we can improve our service.

We are excited to be here in Seattle at our King Street Station. We are grateful for all of you who are spending time with us this morning.

For our two previous Board meetings, we gathered in St. Louis and Richmond, Virginia. Some of you may have joined us there as well, and we felt it was important to hold this meeting in the West; a region that means so much to our company, and it is important for us to show our presence and be responsive.

King Street Station first opened in 1906, serving as a Union Station for the Great Northern Railway. When Amtrak started operations in 1971, King Street Station was our sole Seattle station. We have served customers here at King Street Station since the very beginning.

Today, King Street Station is the fourth busiest outside of the Northeast Corridor, and passengers use King Street Station every year to board Amtrak trains, commuter trains, and Amtrak Thruway intercity bus service to get in and out of Seattle.

King Street Station supports the Long-Distance routes, including the Coastal Starlight and the Empire Builder.

This station also serves as a main hub for one of our successful State Supported lines, the Cascades, which has the fifth highest ridership in our network and third highest in revenue.

Railroading is a team sport, and there are a lot of people working hard both inside and outside of Amtrak to make the passenger rail experience in the Pacific Northwest even better.

Thanks to everyone in Seattle that supports us, and we are excited to be here.

Our fiscal year for 2024 ended on September 30th. I would like to show a video of Amtrak's accomplishments during FY 2024.

[Video is shown.]

TONY COSCIA

As you can see, we have a great story to tell, and we know that we are providing great service and hope to provide great service in the future for our passengers.

Taking a broader view from Amtrak's perspective, we have seen incredible insurgence of interest in train travel. And at the same time, Amtrak has become a better run company, and trying to meet that demand, and we have met that in challenges like aging equipment, a global pandemic, and unprecedented weather events. And in any business, it takes teamwork to adapt and navigate through change. And we have a great team at Amtrak, including my fellow Board of Directors, and I would like to take an opportunity for you to meet them now.

I have served on Amtrak's Board since 2010, and I have had the privilege of serving as chairman since 2013.

To my far right, Chris Koos.

CHRIS KOOS:

Glad to be here.

I appreciate the opportunity to have these public meetings. It is what I do in my other job as the role in the Mayor of Normal, Illinois, I often get to say that I'm the only normal mayor in

the United States, which is true. [Laughter]

I have been mayor for 22 years, which qualifies me as a slow learner.

But happy to be a member of this Board and I will talk about that a little bit later.

I think what excites me about passenger rail and always has, is what it has done for my community over the 20 years that I have been mayor.

Better transportation access for my citizens, quality of life issues, and it has been an exciting path, and passenger rail has been a part, and that's why I was so anxious to get on the Board at Amtrak.

I have only been on the Board for 11 months at this point.

And when I became mayor, the previous mayor said it is going to be a year before you learn your job, and I'm going through that right now. And I hope that I have a lot to offer this Board in terms of the United States robust passenger rail service.

JOEL SZABAT:

I'm Joel Szabat and two years ago, I retired from the Department of Transportation after 20 years of public service. And while I was at the department, I represented the Amtrak Board of Directors. And the Senate was kind enough to confirm both of us as the two newest members of the Board, and the first members since 2015. And like Chris, I'm going through my learning curve, and I look forward to working with you and serving our communities.

AMIT BOSE:

Good morning, everyone. Amit Bose, Federal Railroad Administration Administrator.

It is a little bittersweet for me because it is going to be my last Board meeting until my tenure ends in January 2025.

I have been privileged to be a part of this historic time for passenger rail in America and serving under a president for whom rail is critical.

The likes of which since Abraham Lincoln, the presidential interest in rail, I don't think has been there to the degree it has been under President Biden.

On top of that, it is also Secretary Pete Buttigieg, and the deputy secretary at the Department of Transportation, and we have had an incredible team, and it is not just me.

In addition to that, I also want to give special recognition to the incredible FRA staff who are there, and will be there after me, who are dedicated and committed to making Amtrak a

success.

I know when I depart, I'm leaving that side of FRA and FRA's relationship with Amtrak in good hands.

FRA, as some of you know, plays various roles and has various roles with Amtrak. From a safety regulator to also grant administrator. Also, we are the owner in some instances of some infrastructure. And so, we play various roles.

And I want to dwell a little bit on the historic nature of the work that this administration has done. The Bipartisan Infrastructure Law gave an infusion of \$66 billion for rail in the United States, a level of funding that hadn't been there since 1971 creation of Amtrak. And I strongly believe, and this is a big point that I want to make, having that consistent, predictable continuous stream of funding for Amtrak to address long standing needs, along with consistent funding for annual operations that are helpful in the operating and day to day side of Amtrak's needs have been very, very instrumental in establishing that record ticket revenue combined with record ridership that we announced, that Amtrak announced just yesterday, and it is very, very significant.

You can't overlook the underpinnings of that.

Now, it is going to be important to continue that. It shouldn't just be a one shot deal here and folks walk away. It's going to take a long term commitment.

I'm also proud of the new services that Amtrak has established with its State Partners, starting with Borealis connecting the Twin Cities, Milwaukee and Chicago, and the expansion of services in Virginia.

And then, recently, just the announcement of more service in Colorado, the winter service they provide out there.

I've been a part of groundbreakings at the Gulf Coast service between Mobile and New Orleans, Frederick Douglas Tunnel, Connecticut bridge and Milwaukee bridge and those are all investments that President Biden made in the Northeast Corridor that's shaping it for the next 100 years.

I'm convinced if it hadn't been for the president, and Pete Buttigieg, and this administration, we would still be talking about those long-standing needs and just shovels in the ground. And now, there is the important projects underway.

Also, I'm proud of the safety record that Amtrak has established. And also the hiring it has done to meet the moment and the equipment orders that it now has underway. And absolutely helping with the United States manufacturing and the rail sector across the

country that is so important.

And also, in the midst of all this, Amtrak has successfully negotiated collective bargaining agreements with its crafts and I'm very, very proud of the work that Amtrak has done with that.

And in the meantime, things that are often overlooked with the number of things that we have to do, I want to highlight. Starting with what the Department of Justice is providing right now on the Norfolk to make sure there is On Time Performance, and the railroads are meeting their commitment to passengers. And also, the Sunset Board and the meeting with Pacific Northwest that is going on right now.

Again, these efforts would not have been possible without the support of the administration, and I just want to highlight that for all of you.

I know that I have gone on a long time, but I just wanted to share briefly some of the successes that we have had over the past four years.

I'm confident that we have left Amtrak in a better place than it was and stronger positioned for the next decade. And it is going to be important to look out for Amtrak; its interests, its growth, and the opportunities that it has before it.

As well as it continuing to provide strong service to its customers and the relationships it has with its State Partners. And again, the Federal Government and Congress have to do its part.

Thank you. [Applause]

CHAIR COSCIA:

I think that we have one of our other Board members that was not able to make the trip, but participating remotely, our Vice Chair, Jeffrey Moreland.

JEFFREY MORELAND:

I'm sorry that I'm not able to attend this meeting at King Street and I have been on the Board for ten years now. And of course, as Amit just said, the government's support the last ten years, I think those are key to what we are doing.

Before I came on the Board at Amtrak, I was chairman of two railroads, and one was the Santa Fe Railway. And the things that Amtrak has achieved over the years in my mind is very successful. And as said before, it needs to continue in the future.

Thank you, Tony.

CHAIR COSCIA:

Thank you.

And of course, our CEO and Board member Stephen Gardner.

STEPHEN GARDNER:

Thank you, Tony, and it's great to be here with all of you.

I serve as an ex officio member on the Board and have done so as appointed three years ago as CEO.

I did start as an intern in 1993, with the company, and it is a great joy to be here with this great Board and looking forward to today.

CHAIR COSCIA:

Two other people that I wanted to mention who are incredibly vital to the work of our Board, and we rely on them heavily and the phenomenal staff of the FRA. And I wanted to recognize who is here with us today, Paul Nissenbaum.

And another member who is vital to our Board, and to the administration, and Congress, and to others, our Inspector General.

So, let me give you a brief overview of today's program.

Our meeting will today consist of three segments.

The first segment now, and I will be joined by our Amtrak CEO and our Amtrak President Roger Harris, and other members of the Board, and we are going to provide a high level overview of our performance of 2024. And then, we are going to start three brief presentations and a panel discussion.

For the presentations, we are going to be updating you on things that are important to us, including plans for an updated fleet, and serving our first passenger rail commuter facility next year. They are going to discuss how we are all working together to take passenger rail in the Pacific Northwest to the next level.

And then, finally, we are going to take your questions during a Q&A. And we are going to take questions here in person in the audience, and also remotely. And we are going to try to get to as many as we can.

Before I close, I want to talk about Amtrak's commitment to transparency to the public. As you already know Amtrak's Board already has three key meetings with stakeholders, including today's meeting, and with the disability community.

We want to enhance that level of public transparency with access into our Board meetings and decisions.

Those steps will include holding Board meetings where Board decisions are available to the public. We are going to make appropriate decisions available to the public, on the web page at amtrak.com, and we are going to continue to post, as we have, senior compensation levels annually. And we hope to have and expand on meetings for state representatives to participate in our Board meetings. And all of these things are in our attempt to create a higher level of transparency and to succeed on the incredible momentum that passenger rail has achieved, and we would like it to continue.

Now, I would like to invite President Roger Harris to give us an update on our 2024 performance and what to expect in 2025.

ROGER HARRIS:

Thank you, Tony, and good morning, everyone.

I would like to start out by recognizing our partners here, Wash DOT, and VIA Rail and thank you for being here today.

And I'm going to be mentioning a number of key highlights that I'm going to go over in detail. I would like to start out talking about safety, the number one priority here at Amtrak; the safety of our employees and customers.

In safety, we had zero NTSB accidents.

We measure it, and report on it, and we learn from our mistakes.

Being here today is especially poignant as we approach the anniversary of the tragic derailment in DuPont, and it was a terrible day and a reminder how important safety is and earning the trust of the public.

It was a moment to learn how we can improve and enhance the safety culture.

The leading indicator of our safety culture is that we have a strong Voluntary Safety Reporting System, and our Amtrak Voluntary Safety Reporting System gives all employees the opportunity to report all safety concerns.

When an employee submits a concern, it is immediately acknowledged and assigned to an accountable party. And when it is resolved, the employee receives feedback.

This year, we have seen a 2,100% increase in participation. And in September, we received 148 reports. And don't get me wrong, we see this as a good thing, and people are identifying

issues so we can tackle them early and nip them in the bud.

In security, our Amtrak Police Department has more than 500 sworn and civilian personnel located around the country and working with the police departments around the country to conduct trainings and enhance the security measures.

In training, we are committed in getting people the skills and expertise they need to perform their job safely and effectively.

We have a qualification of reforms and including the Roadway Worker Protection and Amtrak Police Department training and not to mention our emergency training.

And we have hired and trained up 1,700 new employees and given them the skills to be effective.

Amtrak is an industry leader in deployment of locomotive simulators with 45 in use across the country. These simulators allow employees to participate locally and in more convenient training to keep their skills sharp.

We are also proud to be the first railroad to provide an On Track Equipment and this is with 400 different pieces of railroad equipment.

We are not satisfied, and we are focused on driving continued improvement in safety in 2025 and beyond.

Next, I would like to turn to ridership, our biggest business headline of the year, as Amit mentioned.

In 2024, we set a record high with 32.8 million customer trips.

We saw strength across the country.

On Northwest Corridor we had an increase of 16% from 2023, and it comes despite that business travel is only 70% recovered from the COVID levels.

In August, we carry as many Acela customers as we carried in 2019, despite that we have 25% less fleet.

In the Northeast Regionals, we have 20% more customers and there have not been more Northeast Regional trains built in 20 years.

We also hit ridership in our seven State Partners routes and a few honorable mentions; the Downeaster in Maine, the Piedmont in North Carolina, and you can see that it is really

across the country.

We also had another big win. Amit mentioned the Borealis, which we launched this spring, in cooperation with our State Partners in Minnesota, Wisconsin, and Illinois. We carried 1,500 passengers and, in a market, where we have not had a high level of ridership in the past.

Next, I would like to turn to revenue. As with ridership, we saw records across the network. On the Northeast Corridor, we received a new record of \$1.37 billion. And on Long Distance, we had \$611 million. And just as an aside, and when I joined 2019, achieving \$500 million was an elusive goal and more than what we thought we could do. And when we look at our State Partners, we actually have 12 routes and including the ones that I mentioned have record ridership and Wisconsin and Illinois have record ridership results.

The bottom line is that our revenue performance shows customer interest in train travel on Amtrak and our goal for 2025 is to create more capacity and deploy it effectively.

And now, I would like to turn to Service Delivery and Operations where safety and efficiency is the order of the day.

In 2024, we had a challenging year, and we were faced with severe weather, aging equipment and infrastructure, and unprecedented levels of construction, and especially on the Northeast Corridor.

Despite these challenges our Service & Delivery Operations team worked hard.

And one thing that we did was through process innovations, and this allowed us to produce more trains and increase capacity and it produced a million extra seats a year on the system and more than \$80 million in revenue, which we then invested in the business.

Amtrak also worked with our partners at Wash DOT and Oregon DOT, and this makes a total of seven trains each day expanded to Portland when you include the Coastal Starlight and the real choice and convenience of travel and increases the utility.

And let's talk about On Time Performance and that is the most critical component in customer satisfaction. And in the summer, we dealt with a triple whammy of heat, and it went on for longer than usual, and it is not kind to railroads. And we had two particular services that improved significantly, the Lakeshore Limited had on time improvement on On Time Performance and the Capitol Limited had on time improvement and we did see improved results across the network.

We are going to with our freight and State Partners and our railroad team to increase On Time Performance throughout the country.

Next, customer experience.

With customer experience, we are truly working to retrain travel and make sure that it is better by train than by car or flight.

For customers who experienced delays, communication scores improved year over year. And this year alone, our Customer Care Team sent more than 40 million notification messages giving customers timely updates on their travel. It was only four short years ago that we sent zero.

In 2024, customers made 22 million bookings to booking their trip and cancelling and making changes online.

In loyalty, we have close to 20 million people who have chosen to become Amtrak Guest Reward members and the customers tell us they truly value the exclusive benefits of program.

I also want to take a few minutes to talk about the interaction data and especially, as it relates to staff interaction.

A big plus for us, our customer satisfaction scores have increased, and every month, four out of five customers rate us highly in terms of staff interactions. Of course, that also means that one out of five do not rate us highly, which we take great interest in.

We are making our CSI data useful, and we ask customers to rate their experience with each staff member they encounter.

If customers praise an employee, we pass it on.

If they indicate they are unhappy with the interaction, we drill down, and ask more questions about staff availability, and quality of service.

And these are shared with the crew bases and employees and associated with specific crew members.

This makes it easy to pinpoint where we did well and where we can make improvements.

This information is invaluable to where we can do even better.

And we have offered the Acela café offering and we have improved the dining on the Lakeshore Limited, Crescent, and to the Silver Star, and now, the California Zephyr. Continuing with the food service theme, we know that dining is an important part of our overall customer experience.

The allocation of dining cars to certain routes is one way that we have made improvements and adding a dining car on the Crescent and on the Lakeshore Limited, we have made upgrades to the experience with the plated meals and linens, and we have heard our coach customers when they have asked about purchasing the dining experience.

Last year, we reintroduced traditional coach dining on the Lakeshore Limited, Silver Meteor and Silver Star. And over 1,000 coach customers purchased traditional dining on our coach trains.

Now, let's turn to people.

We have made a lot of progress in 2024 to advance our goal to make Amtrak the employer of choice in the U.S. mobility and transportation industry.

We have now created collective bargaining agreements, and they include significant value including strong healthcare benefits, paid parental leave, and a new Paid Time Off system. These agreements also provide Amtrak with workforce stability by extending through 2029, which is key for us to be able to provide consistent and reliable service to our customers.

Now, let's turn to the subject of fleet and equipment and storage.

Early in the pandemic, health restrictions limited production rates and we are close to working through the backlog and we have 29 Superliner to add to the Long Distance fleet and 27 Viewliners.

And then, having gone through the equipment that was restored, I'd also like to talk about the expansion of the fleet.

Since the pandemic, we have introduced to service 25 Viewliner cars and 25 sleeper cars. And we have also invested \$2 billion to acquire 125 new ALC 42 locomotives. And now, we have 68 of them with all 125 planned to be in service by the end of 2029.

In total, that brings the addition of more than 100 new units into the Long-Distance fleet. Knowing that we need to keep the existing product competitive, we continue to invest in the overall customer experience.

Given the size of the Superliner fleet, it is an investment costing \$28 billion. And you will see in the upper right hand corner, one of the upgraded bedrooms on the Superliner and the coach car and the modernization doesn't stop with the Superliners, we are also initiating the renovation of our Viewliner I equipment.

I would like to take a minute to speak to the middle photograph on the slide, which is the new, renovated accessible bathrooms that we are installing on our coach cars.

And speaking about accessibility, I would like to talk about that subject.

It is the heart of our mission here at Amtrak, we want to be the mobility choice for people with mobility challenges.

Our goal is to go beyond compliance in every aspect of our business.

In 2024, Amtrak invested more than \$125 million in ADA upgrades across our network and making 129 stations fully accessible. This includes our most recent completion in Albany, Oregon, and we are also working towards 100% completion of our stations by 2029 using \$1.1 billion made accessible through the Bipartisan Infrastructure Law that we mentioned earlier.

We are going to have upgraded vestibules. And in customer service, more than 4,200 customer facing employees completed ADA awareness and compliance training in FY 24, and we have completed the enhancement across our channels to make it easier for ADA customers to travel.

Our plan is to have 158 projects in design and 150 projects in construction with the total of \$158 million, which is more than we achieved in 2024.

We cannot do this without vital feedback from the disability community.

I would like to thank them for their continued support of Amtrak's ongoing progress.

And now, for 2025 goals.

The theme here is continued growth on many fronts, including 5.6% improved capacity and you can see how we have overachieved our previous heights.

Getting this all accomplished while operating a busy railroad and a growth in capital spending.

Amit mentioned the Bipartisan Infrastructure Law that made the \$1.1 billion available in passenger rail and you can see that we are spending that money.

It has grown to a plan of \$6.8 billion in 2025.

The balance of growth in investment is a tricky one and something that we work on every day.

When you look at the 200% growth that I just mentioned, I think that we can do it.

And with that, I would like to turn it over to our CEO Stephen Gardner to talk more about our future strategic direction and our future capital projects.

STEPHEN GARDNER:

Thank you, Roger for that great summary of 2024.

I want to echo your thanks to our many partners that made this possible.

First, I want to thank Wash DOT and Oregon DOT and Administrator Bose and everyone at Amtrak and we have achieved all of this because of the incredible work of the FRA and who work to bring this into existence every day.

Of course, our host partners are critical in allowing us to provide our 21,000 mile route network and we thank them for their partnership and engagement, and we have VIA Rail

here today and I want to recognize the many, many employees that you have here today with our executive team and the labor unions that represent our employees, and they are the frontline for making this happen across the United States.

As excited as we are about 2024, we are even more excited about what is to come in 2025.

As you all know, we have been operating for 53 years and I came to this role in the business as an advocate and who believed that passenger rail can do a lot more in the nation and I am excited to be here at this time and believing that we are living up to that promise.

And so much is happening and I think that it is exciting to see, as you see in 2024, the results.

Amtrak is not just in the business of delivering service day in and day out but transforming the network and meeting the needs of the future.

We have become a builder and an asset of new services and partnerships with the State Partners and the states.

All of this is leading to the A New Era of Rail and the largest rail network and the largest of any nation on earth and we look to do more for the country and moving passengers and goods.

I think that is epitomized with the success of the Cascades and not only on the growth on this corridor and with the opportunity for more services and new services serving more communities and more people throughout the nation where rail makes sense.

We are really excited about the post COVID ridership boom.

Of course, we talked about and Roger highlighted some of the really remarkable feats there in terms of growth and we are really excited about the mix of passengers and one fourth of our riders are new to Amtrak and they are taking the train and they are interested and our goal is to convert those folks and give it a shot to convert to long term riders and people are riding not just for work and seeing family and friends, but to see more and those things are great that match with the assets and the attributes of our passenger rail service.

At the core of all of this is our goal to serve more communities, connecting more people, and more places by train.

That is really at the heart of what animates all of Amtrak's activity right now and we have a goal and vision to double Amtrak's ridership to reach 66 million riders. And what is really important about those riders in 2024, is they are on that path and to become a much bigger mobility in the United States than we ever have before.

Looking forward to our strategic industry for the future and again, all of this is orienting around growth and services and we set out our big picture in the last meeting and to get to a more strategic system.

I want to highlight our long term and near-term goals and into the 2040 period and beyond.

We have a couple of really important ones here and one that is essential is part of being a good steward. And one that is really important about becoming efficient railways to achieve our Net Zero Emissions goal by 2040, and one that is a more efficient one, and that costs us less money and better for the railway and the nation.

And we looked at the infrastructure and at the long term and what we believe is so critical is to plan for the investments for growth and this infrastructure is so critical to give Amtrak for the first time in its history is a 5 year view and we need to institutionalize that and make sure that it is for the long term, so we can deliver the service that the nation expects.

We have great leadership from the FRA and the states on the Corridor Identification Program and to get the rail into the areas where passenger rail really makes sense, and we believe that all areas in the country deserve high quality rail service, and we believe that High Speed Rail is essential for the nation.

There is an opportunity to deploy true world class high speed service that delivers unprecedented and unparalleled capacity in major markets, and we are going to be working to advance those projects in the long term.

Looking ahead to the near term five years, we are focused around four big areas here.

First, we continue to rely on a great employee base.

As you heard from Roger, we are busy training and growing our workforce.

We have hired about 10,000 people in the last three years across the company to fill in for retirement and expand in the various areas of work.

We are going to continue to be a great employer, but we need to recognize that we are always in a hunt for talent and we want to be the railroad that folks see as an opportunity for a great career and make a difference around the country.

We want to continue to focus on becoming the customer experience leader in our business and North America.

We have a lot of work and as you heard from Roger, we are going to continue to make the experience better than driving and flying. And for our ridership as a mode, and you can get up and walk around and eat and drink. And we are going to continue to make it easier to

use our system and build on the growth of new customers coming and keeping them as ongoing riders.

Finally, two really important components that you heard today already is our asset capacity and productivity and how we maintain continual increase in the available seat miles and those seat miles, people can take advantage of our product and rely on the service there.

And we are going to do with that some of the assets I will be describing here shortly, and you are going to hear from others later.

And the component of achieving the 66 million goal and that puts us on this trend that you see on the chart here and to grow our network of 66 million goal of riders and we are looking to do that in half the time.

What is so important here, while we grew over the first 35 years, the population in the United States grew faster.

In essence, rail is becoming a smaller component of mobility in the United States.

We want to reverse that trend and require us to grow faster than population growth as you can see here.

We want to become a bigger part of mobility and reverse the shrinking ridership tide and offer more ridership to the network and more utility to people all across America.

So, in order to do that, achieve this kind of growth, we have to have 21st century assets and that includes fleet and technology across the network.

Technology delivery across the United States is a unique mode and we have a unique supplier base, and this is really a transformational moment for Amtrak to become a major delivery of capital.

You have already seen some of the stats and Roger mentioned how big our program will be in 2025 and over \$6 billion.

Consider this, in 2019, we had only a handful of capital projects that were funded and underway that were above 200 million.

Today, we have a portfolio that encompasses over 7 million projects somewhere in the pipeline of planning, delivery, construction and a radically different sized portfolio and delivering the projects some in the near term, some five years, and some 15 years out.

But Amtrak has created a pipeline of improvement that is going to change the network and create long term value for the American people.

To do this, is not just a team out there building around designing, but a number of folks of finance and to build the apparatus to build this higher level and a network that is aimed at getting more done and doing it faster, better, and cheaper than ever before. We are not the same Amtrak as we were before. We have become a very different enterprise and focused on making it better tomorrow and putting together the assets that is going to change the nature of this network for good.

Let's talk about some of the projects and we have had \$4.5 billion in capital spend and you can see that the steep hill gets higher still and at year's end, we have spent a lot more.

This is built around as the administrator mentioned this unprecedented asset in our network and you can see that many of them are in the Northeast Corridor where Amtrak isn't the owner, and they have been making investments in bridges and tunnels in the last 75 years for their freight.

And we are dealing with infrastructure that is from the 19th century and virtually running on a Victorian freightway.

We have received \$16 billion in federal grants all towards improving assets all across the network. This is just the beginning.

As we look ahead, there are so many more projects that are going to be underway in construction in 2025.

Let's talk about the big ones in 2024 that are moving into 2025.

We have a series of projects that really reflect all of the types of assets that we are improving.

Whether it is the Portal North Bridge in New Jersey and that is 75% complete, and the various fleet transits underway, and our major station projects, and our ADA compliance work and our state of good repair projects and we have so many that we have achieved in 2024 and that are moving into 2025.

If you see here, the staggering view of what is coming ahead.

Over \$6.5 billion planned in 2025, and that leads us to \$9 billion in 2026 and all of the assets now and the planning and the projects are going to show up in construction work in the next several years and we are doing so, and not only upgrading the network, but providing many, many jobs and as the fleet and the raw materials are manufactured and

the economic value beyond the mobility and transportation benefits is just enormous.

As the administrator said, what is also important is that this not be the end.

From our perspective, this is the down payment, and the 30-year catch up. Quite frankly, our nation needs to make from not investing from 1980 through 2010, that is going to allow us to have the network in the future.

These are a list of the big projects. Each of these projects is well over a billion dollars or several billion dollars.

In our own respect, it is a huge set of work underway all with partners and all across the Northeast and beyond and focused on the Amtrak rebuilding infrastructure and this is what Congress has given us the funds to address.

Next, we have our station improvement network of fleets that Amtrak owns across the United States.

And we have our Chicago station improvements and the assets coming and we are focused right now on activating the platform level.

We have plans to update and modernize Penn Station and to create the capacity and the growth there that is so impactful to the whole network across the United States.

And the Washington Union Station and to update that station and prepare for the future growth coming in Washington.

In terms of our critical corridor growth, I want to mention that we've got a panel here that is going to talk some more about the various aspects of enhanced service, but we believe strongly that rail has a bigger role to play all across the United States.

And the FRA is the leader with the communication program and working with the various State Partners has been exceptional to build a pipeline of programs and investments in the corridors that are already successful and have opportunities to grow, like the Cascades and new portals in America. And whether it is Nashville or Atlanta, and these are places that have long needed a passenger rail service. And we are very excited to be working with partners all across the United States to support the work with FRA and lead projects of our own in the corridor program and that includes daily service for two Long Distance trains and the High-Speed Rail in Texas and out on Long Island.

The investments and the fleet that you will hear about today is going to be so crucial in making these a reality, we are so excited to bring the network that we have today and, in the future, making a much larger network.

I would like to ask our chair to come up and I thank you for all being here and being a part of the success of Amtrak in 2024. Many in the audience are real advocates for passenger rail and help to tell the story of how to make a difference.

I want to thank you for that support, and we look forward to delivering even more to you and our riders in 2025. [Applause]

CHAIR COSCIA:

Thank you, Stephen.

I would like to bring this segment to a close and we are going to bring the panel up.

Let me repeat something that I said in the outset, and it is very, very clear to our Board the interest in service and in passenger rail and this mode has seen an incredible level of increased demand and all for very, very reasons which most of the people here understand and Amtrak has made significant progress in the past decade in meeting that demand and that challenge.

And the thing that I wanted to conclude this segment on is that we can see a near term future where this mode has operated with an incredible improvement than just five years ago. And the passenger rail service in the United States is an incredible asset to the people in the country that use it as their primary mode of transportation and there is an enormous amount of work to be, but we can see that.

And hopefully that progress will continue, and we will reach that goal.

With that, we are going to take a brief break.

Excuse me, skip that.

I didn't want to cannibalize those comments.

I wanted to give an opportunity for other Board members to comment on what Stephen raised.

CHRIS KOOS

I'm very excited about what we are doing with fleet.

I'm the Vice Chair at the U.S. Council of Mayors, and I identify two types of mayors in the United States; and those that are mayors of communities that don't have Amtrak service and would like to have it, and the mayors that do have Amtrak service and would like to have more of it.

I'm in a community of 55,000 people and we have incredible transportation network Twin Cities with Bloomington, Illinois and we have a network that has three major carriers that flies to five or six major hubs and the interstate in our community. And we have a really solid transportation network in auto and aviation. And we also have an Amtrak station, and the Amtrak line has exploded.

Fifteen years ago, the ridership, the annual ridership was about 75,000. Currently, it is approaching 200,000 passengers a year and the demand is high.

If you try to book a train from my community into Chicago, if you haven't bought that ticket a week in advance, you are not going to get a seat on a train.

And that leads to the refresh that we are going through and the expansion that we are doing on new equipment in the corridors, and it is vitally, vitally important. We now have a new Venture trainset on the St. Louis and Chicago line. It is a modern environment with newer services and people really embrace that.

So, it is very important to my community and communities like mine that we increase the vitality of our passenger rail system.

And the other thing that I want to talk about is how important the Long Distance service is to rural communities across the United States.

There are communities that are not like mine that the only transportation asset they have coming through their community is passenger rail. And it is vitally, vitally important that we support and continue to build on that. Because it brings vitality to these rural communities and allows them to grow economically and provide a better quality of life to their citizens.

JOEL SZABAT

I want to associate myself the everything that the only "normal mayor" in America has said. [Laughter]

I also want to underscore what Roger and Stephen have spoke to this and the amazing investments in capital investment.

When I was on the Board in 2019, we have almost tripled that, and we have tripled that since 2019, and we are going to double that next year and in just two years' time.

And \$75 billion a year is going to become the "new normal." When we hit that, Amtrak becomes the fifth or the sixth construction company in the entire country and that is a management challenge.

How do we manage that and do that well? We are going to have some assistance and our Inspector General is here with our team and they are going to make sure that we are

managing the money effectively and with the projects.

Our first and foremost priority is safety.

Roger mentioned that we are humans, and we are going to make mistakes, and we can't prevent that, but we can prevent making the same mistake twice. We can make sure that the 501 accident doesn't happen again.

Beyond our transportation priorities include stopping or reducing accidents and that is a challenge. In Chicago, it arrived yesterday and it arrived on the track of four different entities, none of which are controlled by Amtrak.

And for train safety, much of what we do is diplomacy, and it is a challenge that we accept, and we are going to continue to push going forward.

And tied to that also is security, we have Chief Dotson and his Amtrak police force here with us today.

One of the safest places that you can ever be; if you don't want to be robbed or beaten up, is on an Amtrak train.

I like to think because of the good nature of the people that ride our trains.

And the other aspect of security, though, which is more challenging because there are a lot of bad actors out there, is cybersecurity and that is going to be a continuous challenge because the threat itself continuing to ramp up and change with each passing day.

AMIT BOSE

Thanks, Joel. I also want to associate my remarks with the mayor's as well.

It has been quite a ride for me to be on the Amtrak Board. I don't want to leave without acknowledging the efforts of the Amtrak folks, the Amtrak folks in the back office that work on a daily basis to make Amtrak's service what it is.

And also, to Amtrak's Executive Leadership Team and all of the work they do on an ongoing basis.

Also, to my fellow Board members, some of which have been, for a lack of better way to put it, holdovers for a while here and waiting for their seats to be filled by nominees that are out there right now.

And I'm hopeful that this Congress will approve, will confirm this next batch of nominees that will strengthen this Board.

I also want to really, sincerely thank Board Chair Coscia for his leadership of the Board. He has an association with the Northeast Corridor, but he does look out for the entire country and the Northeast Corridor. And because it is publicly owned, and I can ensure you that the Board cares about the Northeast Corridor, and it is reflected here today, and we will continue to do that.

It is wonderful to hear from all of the measurables that CEO Gardner talked about and all of the leadership that he has provided for Amtrak, and I think that all of those metrics reflect that and all of the good updates that we have had.

Safety is going to have to be something that we continue to monitor. It is great to have the 2024 results. I know how quickly safety can change, but I know that Amtrak has a strong safety culture and FRA is standing with Amtrak shoulder to shoulder on those safety initiatives.

I remember in 2021, when I went to Joplin, Montana, at that derailment site. I know that then Deputy Administrator Mitchell went to Mendon, Missouri, and the site of that accident. I am hopeful that we can continue on the trajectory that we are on and with safety at Amtrak. I know there is a strong, strong commitment to that. And again, it is reflected in the day-to-day safety culture at the railroad.

Thank you.

CHAIR COSCIA:

Thank you.

I think all of those comments reflect the enormous amount of work that has been done and just as importantly, the clear recognition of the enormous amount work still to be done and the need to do that.

Thanks to everyone for their comments and there is a lot more work to be done at this meeting and we are going to continue with presentations. And of course, we have a Q&A period, and we are going to be around.

So, there is lots of opportunity for us to interact on these topics.

With that, we'll take a break.

Thank you.

[Break]