

Amtrak Public Board Meeting

January 28, 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



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



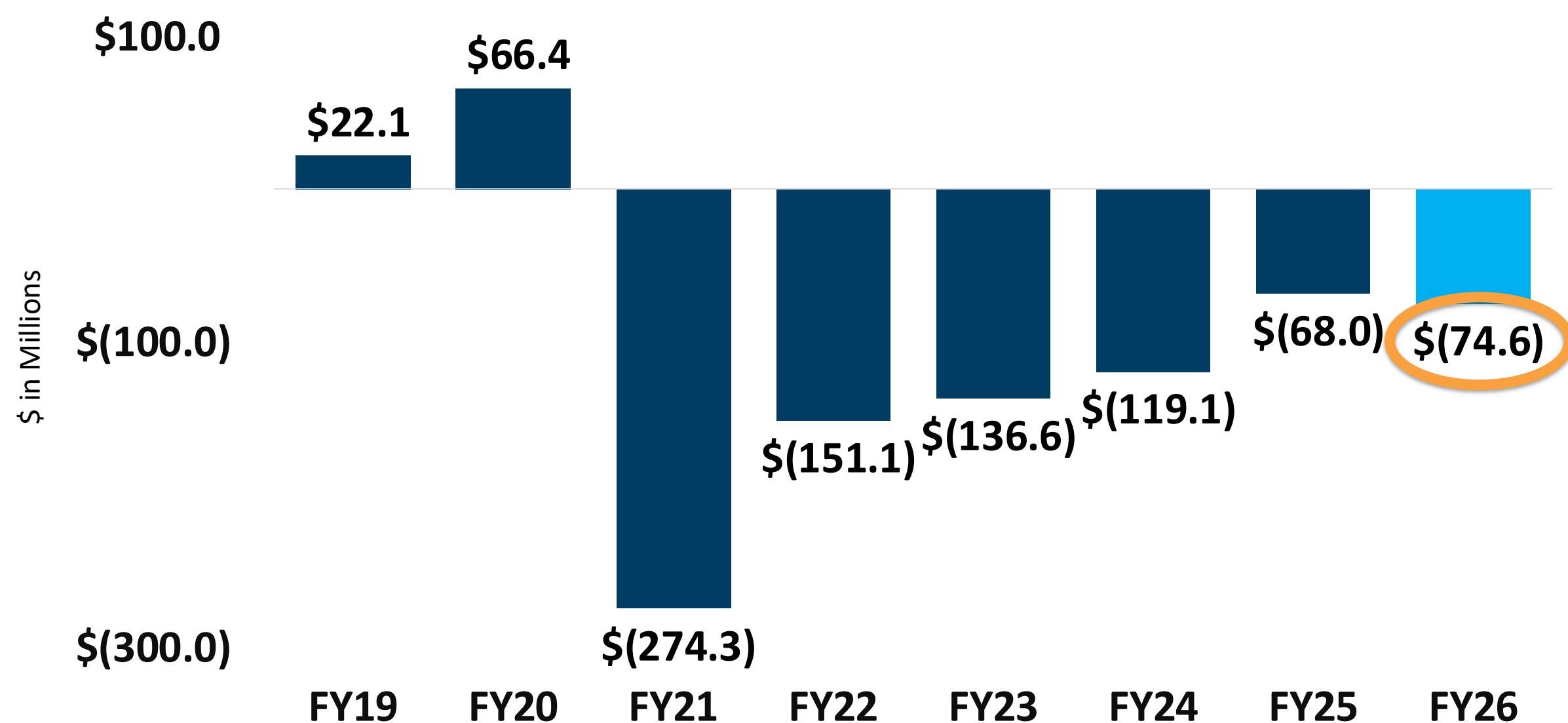
Robert A. Gleason, Jr.

Financial Report

Costin Corneanu

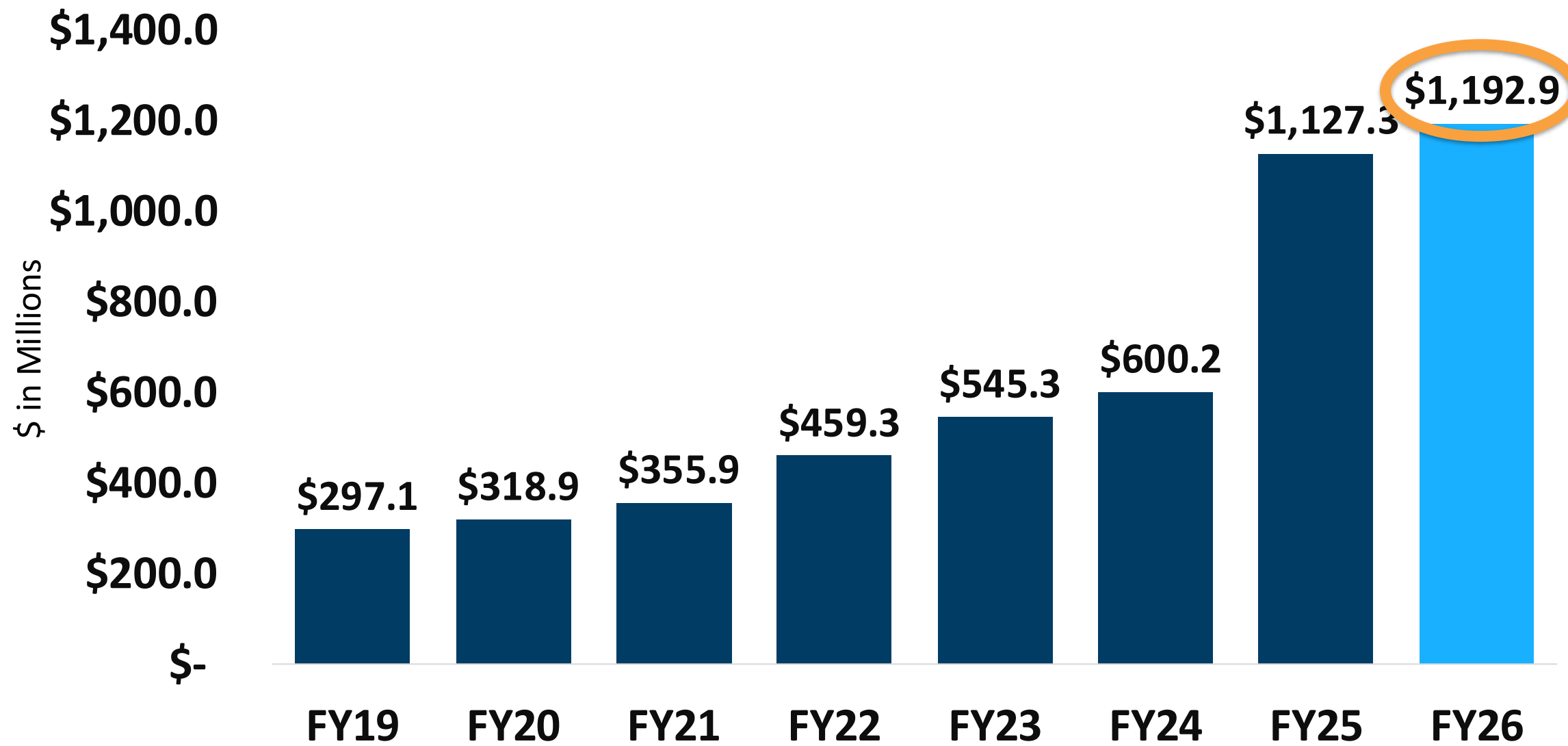
EVP & Chief Financial Officer

Adjusted Operating Results are (\$6.5MM) or (9.6%) lower YoY



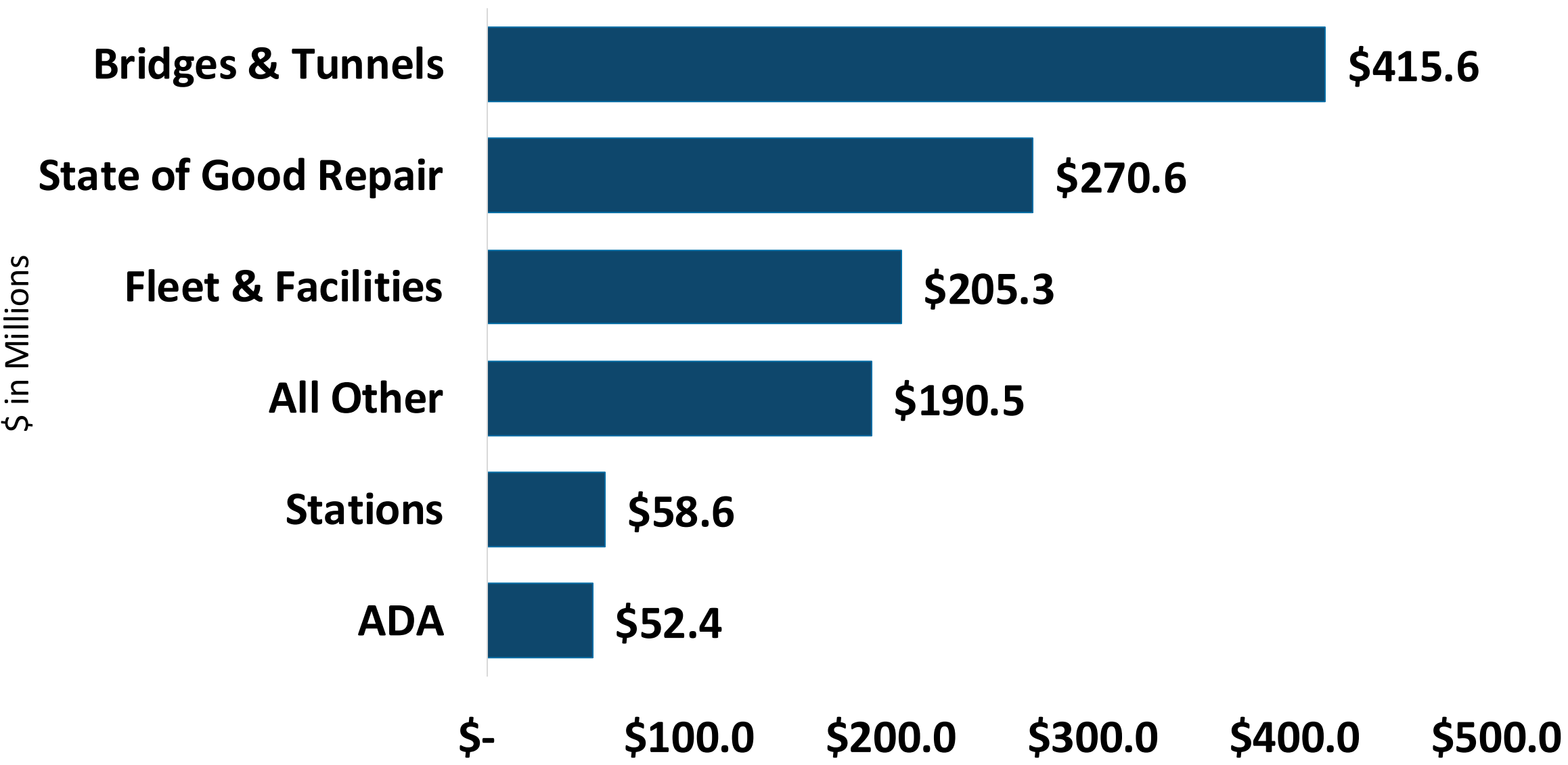
- **(\$0.8MM)** unfavorable to plan
- Operating Margin favorable to Plan by **15.8bps**
- Strong ticket revenue across network
- Higher labor and benefit costs

\$1,192.9MM invested YTD; **\$65.6MM or 5.8% higher** YoY



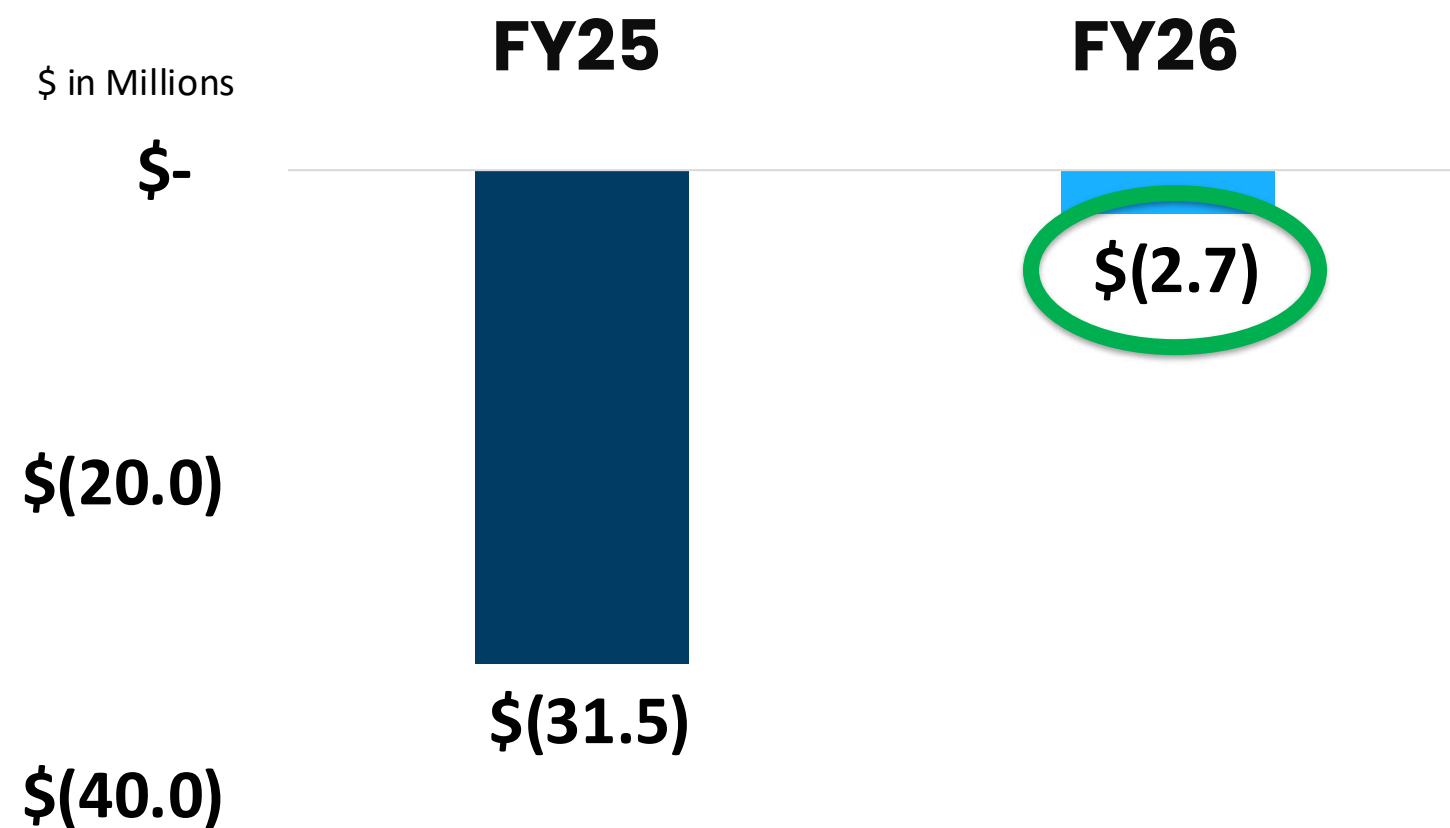
- **(\$287.0MM) or (19.4%)** behind plan
- Bridges and Tunnels, Stations, and Refleeting delays

\$ 1,192.9MM invested YTD; **5.8% higher** YoY



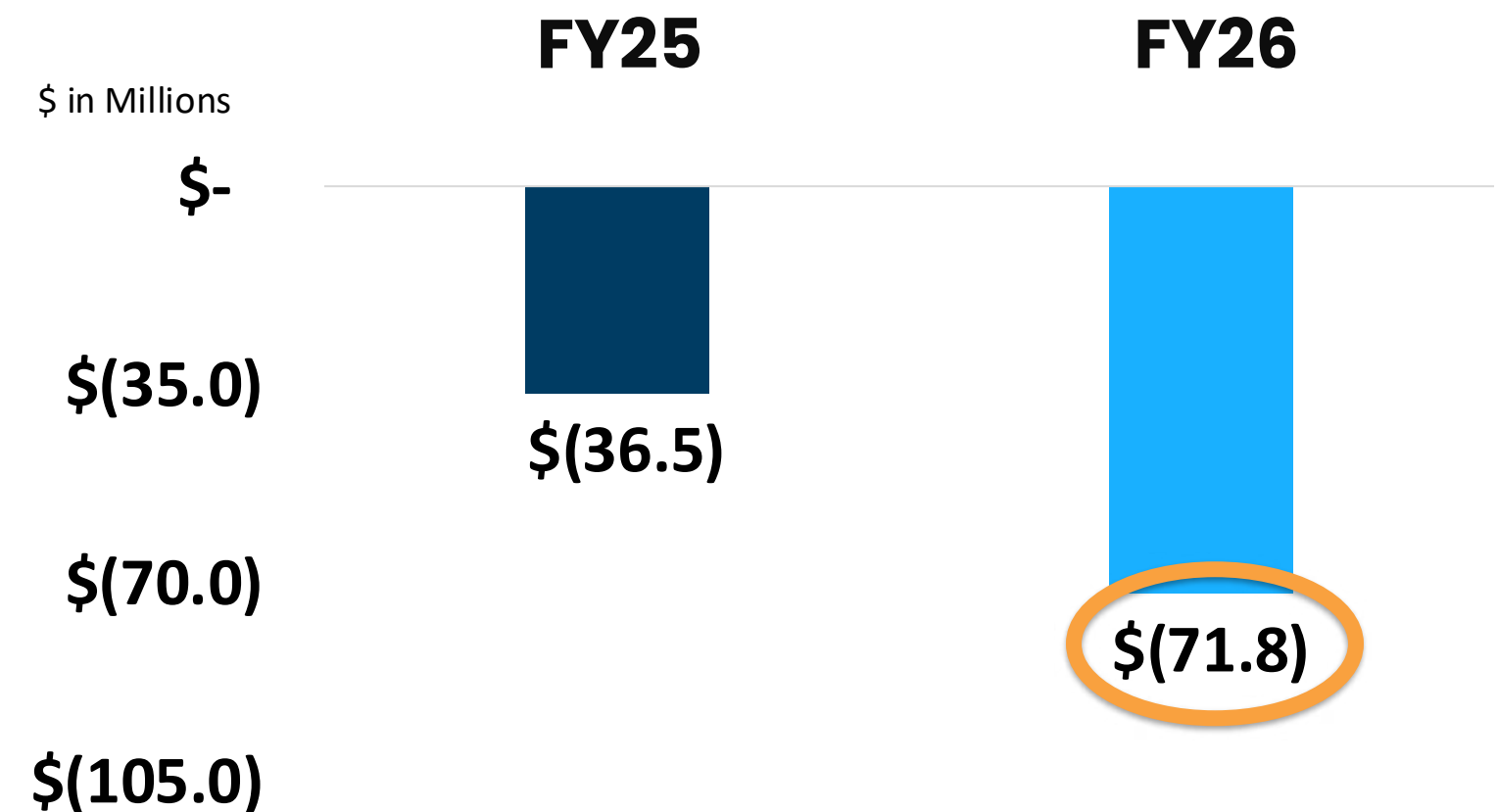
- Advancement in large projects, state of good repair and fleet expansion

Passenger Operations



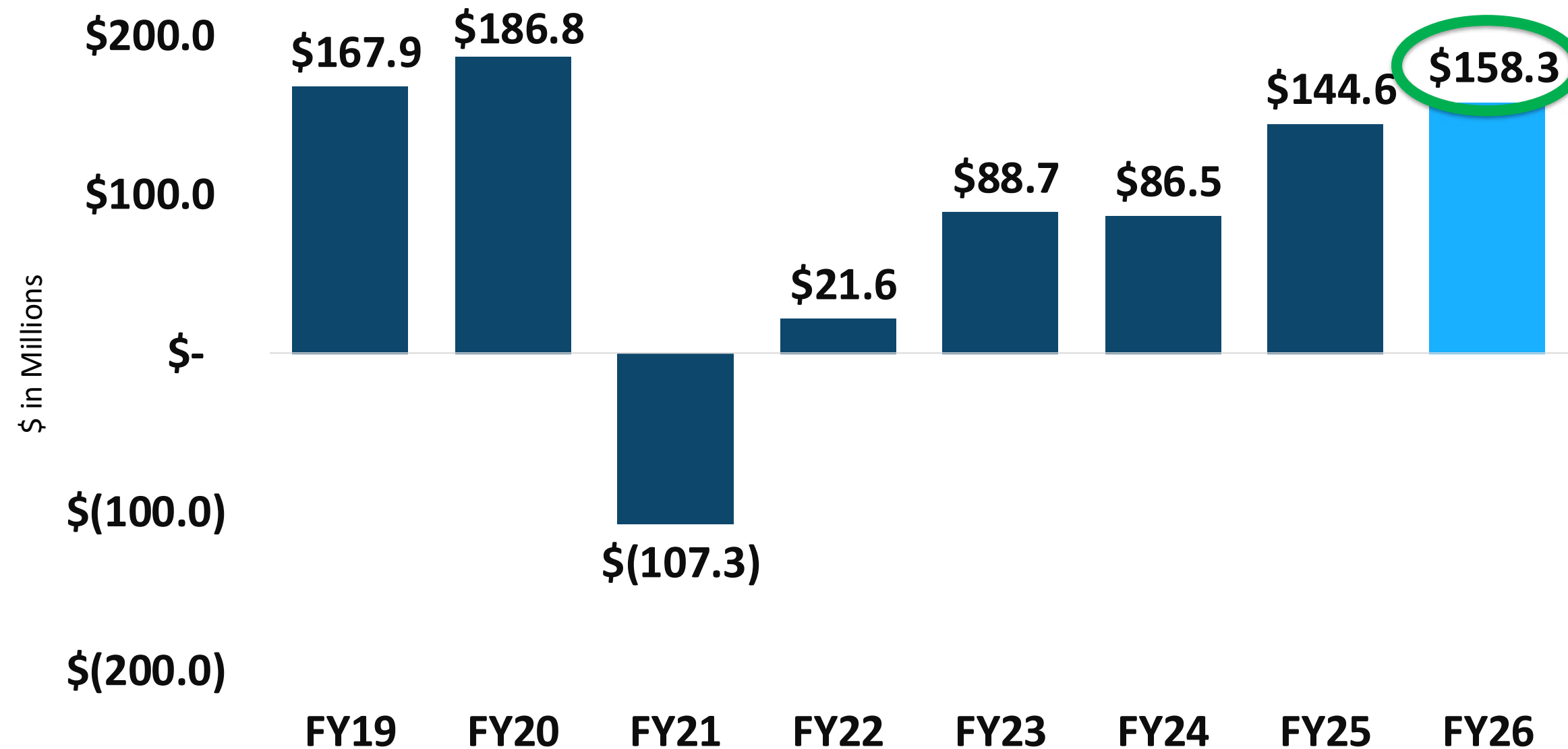
- **\$28.8MM or 91.4%** higher YOY
- **\$31.9MM or 92.2%** favorable to plan.
Operating Margin is **360bps** favorable to Plan

Infrastructure



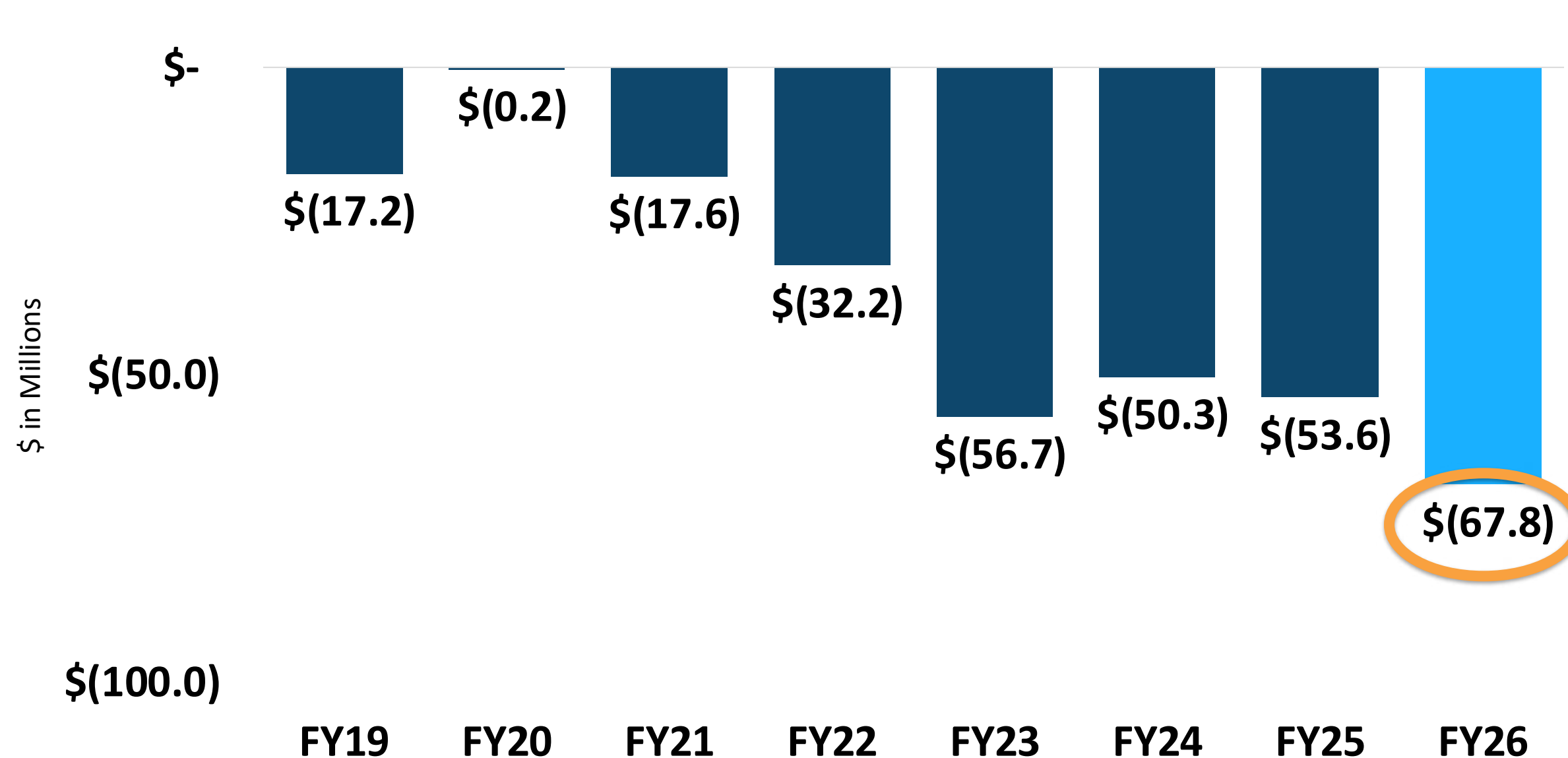
- **(\$35.3MM) or (96.7%)** unfavorable YOY
- **(\$32.6MM) or (83.3%)** unfavorable to plan

Adjusted operating results **\$13.7MM** favorable YoY



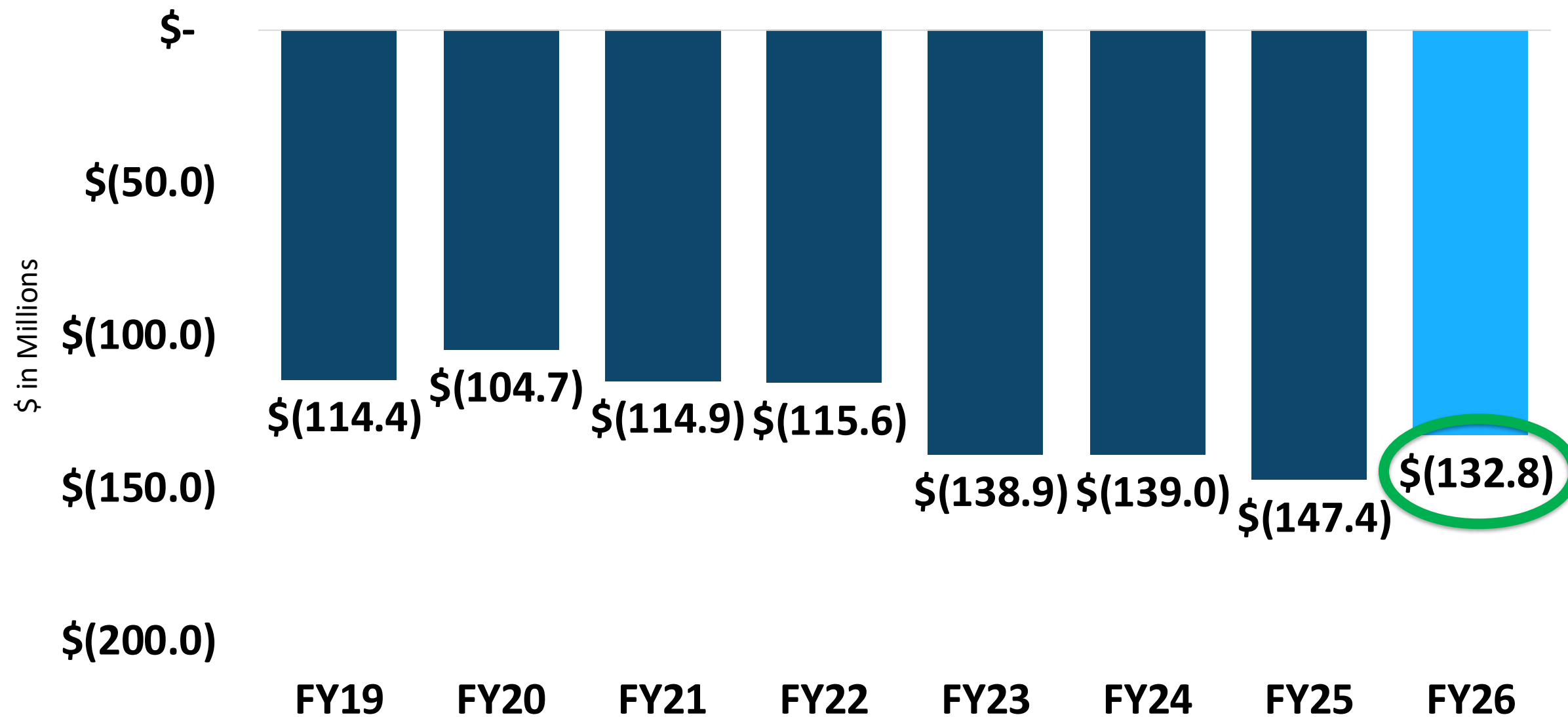
- **\$9.6MM** favorable to plan
- Operating Margin favorable to Plan by **40.4bps**
- Strong revenue and cost containment efforts

Adjusted operating results (\$14.2MM) unfavorable YoY



- **(\$18.5MM)** unfavorable to plan
- Operating Margin unfavorable to Plan by **(840.7bps)**
- Chicago–St. Louis, Maple Leaf, and Illini showed strong performance year over year
- Empire Service, Keystone Service, and Capitols underperformed

Adjusted operating results \$14.6MM favorable YoY



- **\$14.3MM** favorable to plan
- Operating Margin favorable to Plan by **1,785.5bps**
- Strong performance on the California Zephyr, Auto Train and Lake Shore Limited routes

Commercial & Operations Report

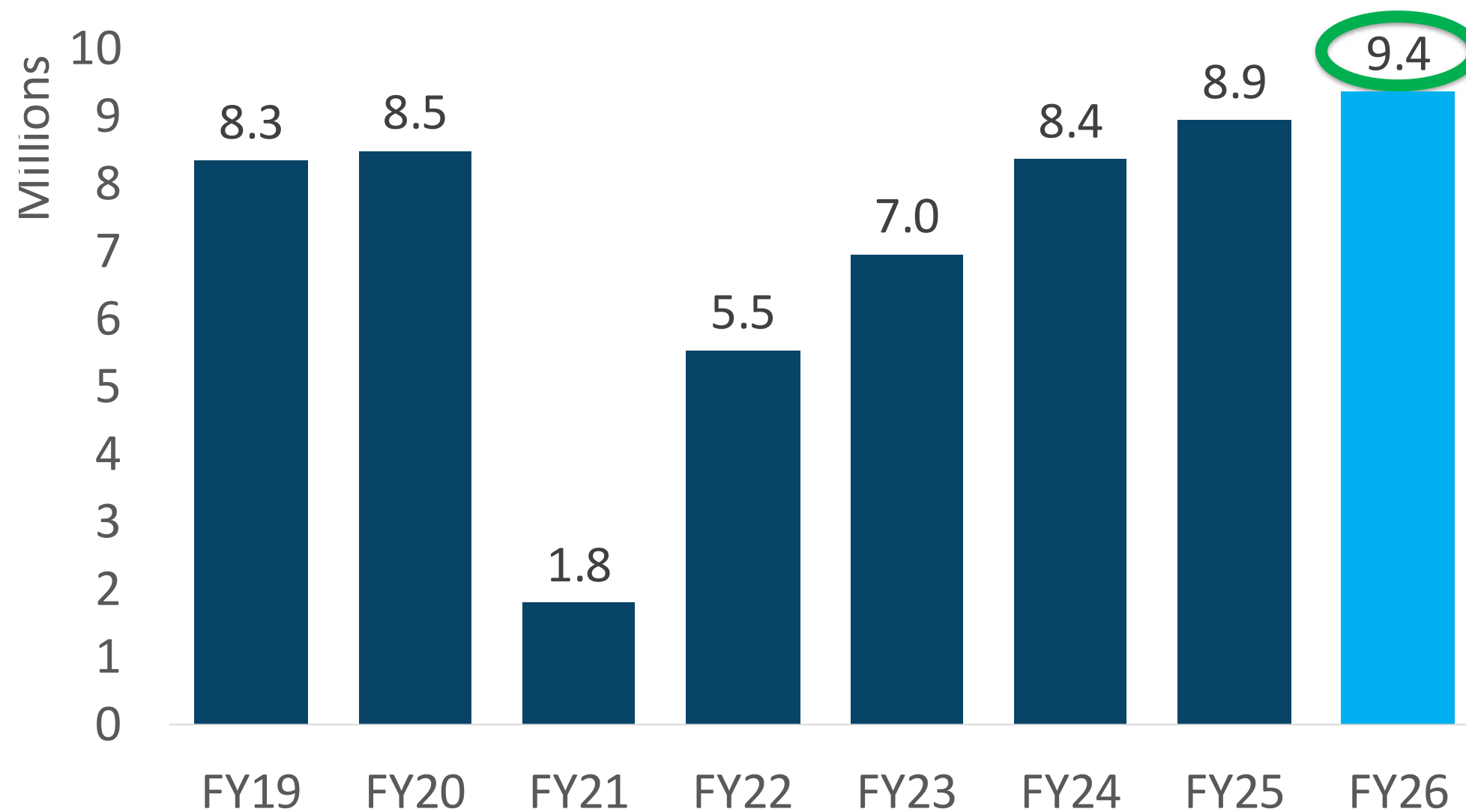
Eliot Hamlich

EVP & Chief Commercial Officer

Gery Williams

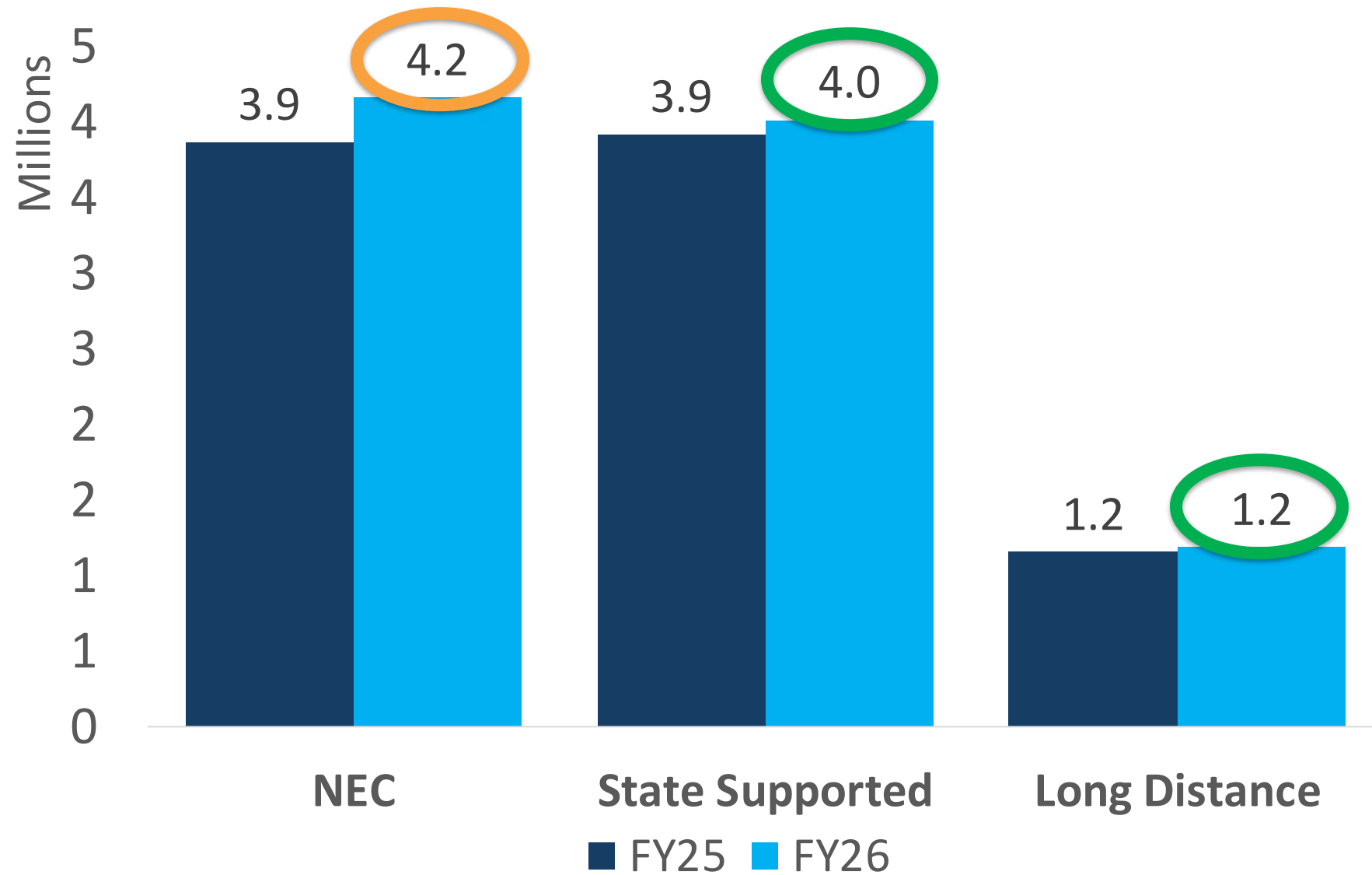
EVP & Chief Operations Officer

FY26 Q1 Ridership is 422K higher (4.7%) YoY



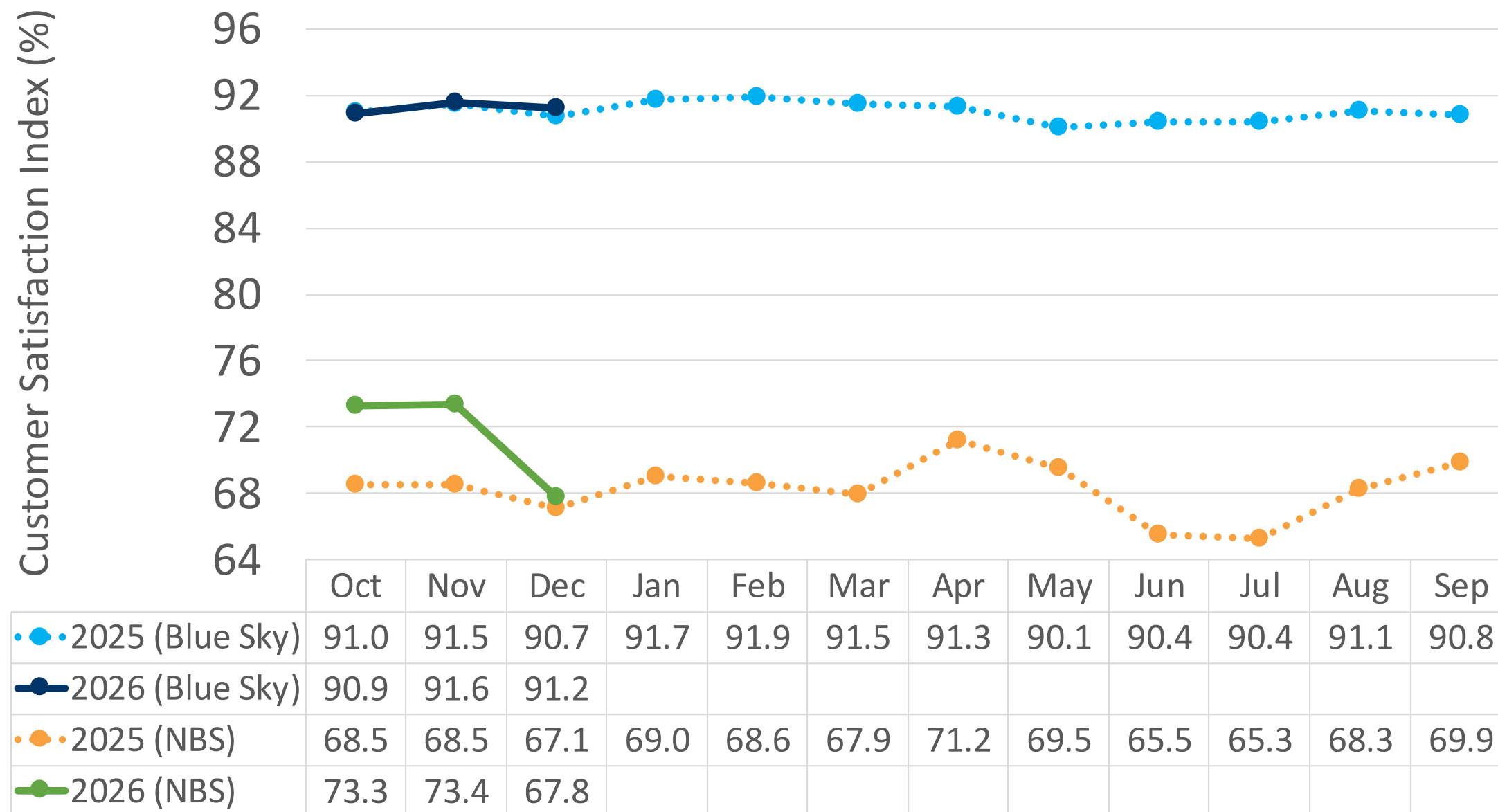
- **+49k (+0.5%)** favorable to plan
- Key drivers include:
 - Overall demand strength across the network
 - NEC travel demand outperforming the rest of the network despite supply challenges around NextGen Acela rollout.
- January Ridership is estimated to beat FY25 by **+2.0%**, though underperform plan by **-4.4%**

FY26 Ridership is favorable YoY for all service lines



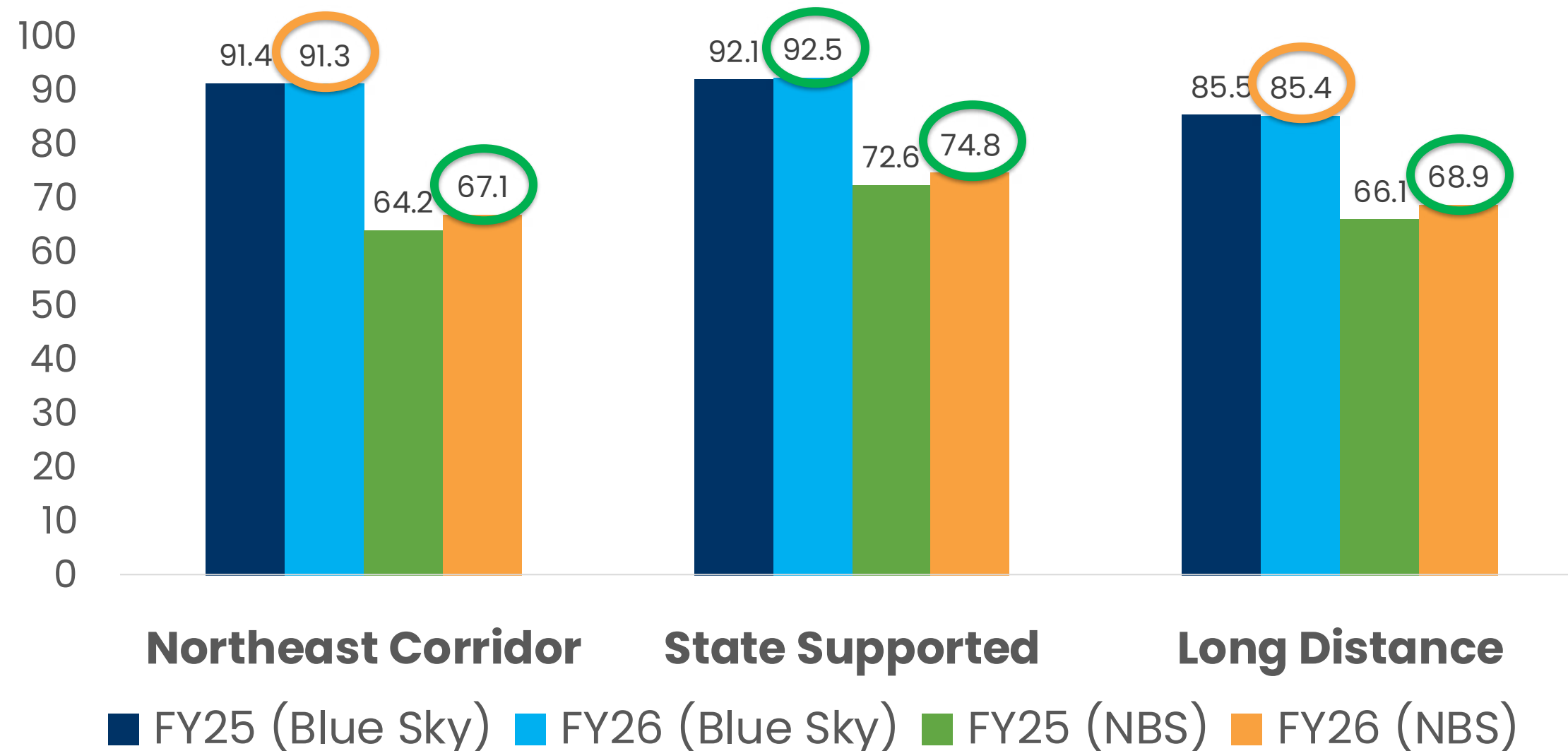
- Northeast Corridor
 - **+294k** vs. last year **(+7.6%)**
 - **-51k** vs. plan **(-1.2%)**
- State Supported
 - **+95k** vs. last year **(+2.4%)**
 - **+56k** vs. plan **(+1.4%)**
- Long distance
 - **+33k** vs. last year **(+2.8%)**
 - **+44k** vs. plan **(+3.9%)**

Blue Sky and Non-Blue Sky CSI exceeded goal through December



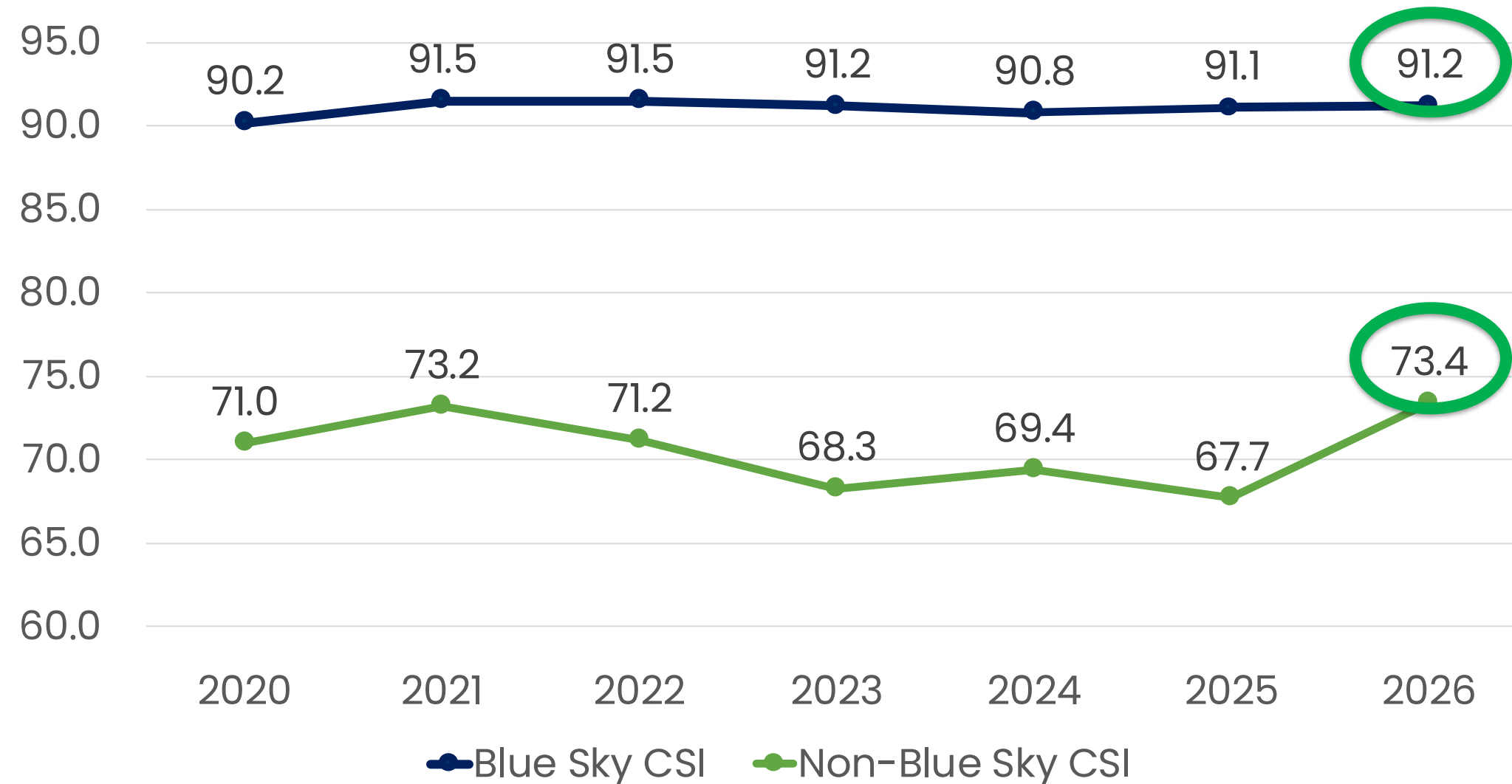
- Relative to plan, Q1 FY26 Blue Sky CSI is **+0.5pts** and Non-Blue Sky CSI is **+3.7pts**
- **Non-Blue Sky CSI** driven by better On-Time Performance and Train Status Communication
- **Blue Sky CSI** driven by Staff Interactions, Cleanliness, and Wi-Fi improvements
- **Jan forecast:** Blue Sky and Non-Blue Sky CSI gains after holiday crowds and OTP challenges recede

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



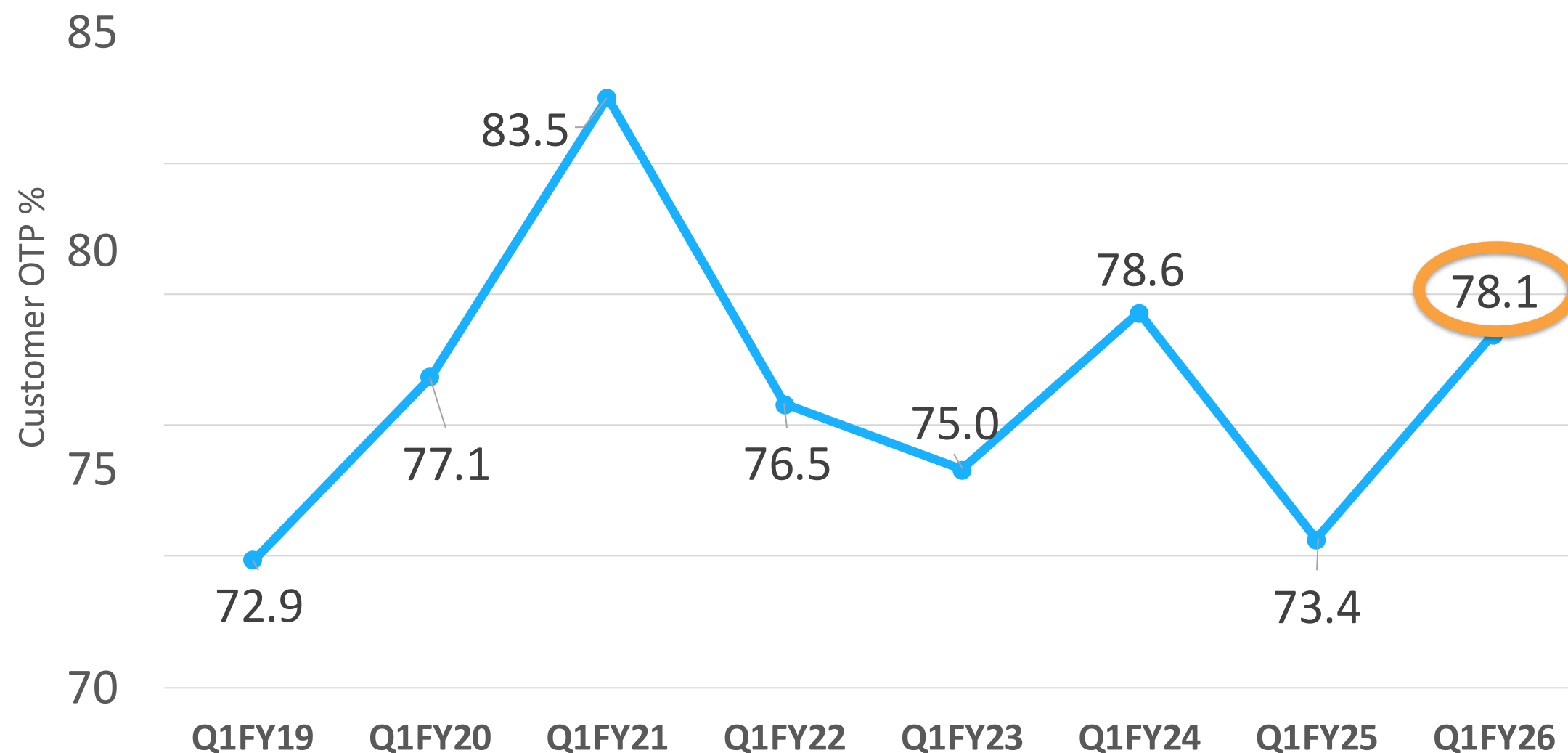
- Blue Sky CSI
 - **NEC:** **-0.1** vs FY25; **+0.5** vs plan
 - **SS:** **+0.4** vs FY25; **+0.5** vs plan
 - **LD:** **-0.1** vs FY25; **+1.4** vs plan
- Non-Blue Sky CSI
 - **NEC:** **+2.9** vs FY25; **+3.6** vs plan
 - **SS:** **+2.2** vs FY25; **+3.6** vs plan
 - **LD:** **+2.8** vs FY25; **+4.8** vs plan

FYTD Non-Blue Sky CSI reaches record high, while Blue Sky CSI stays level with prior year performance



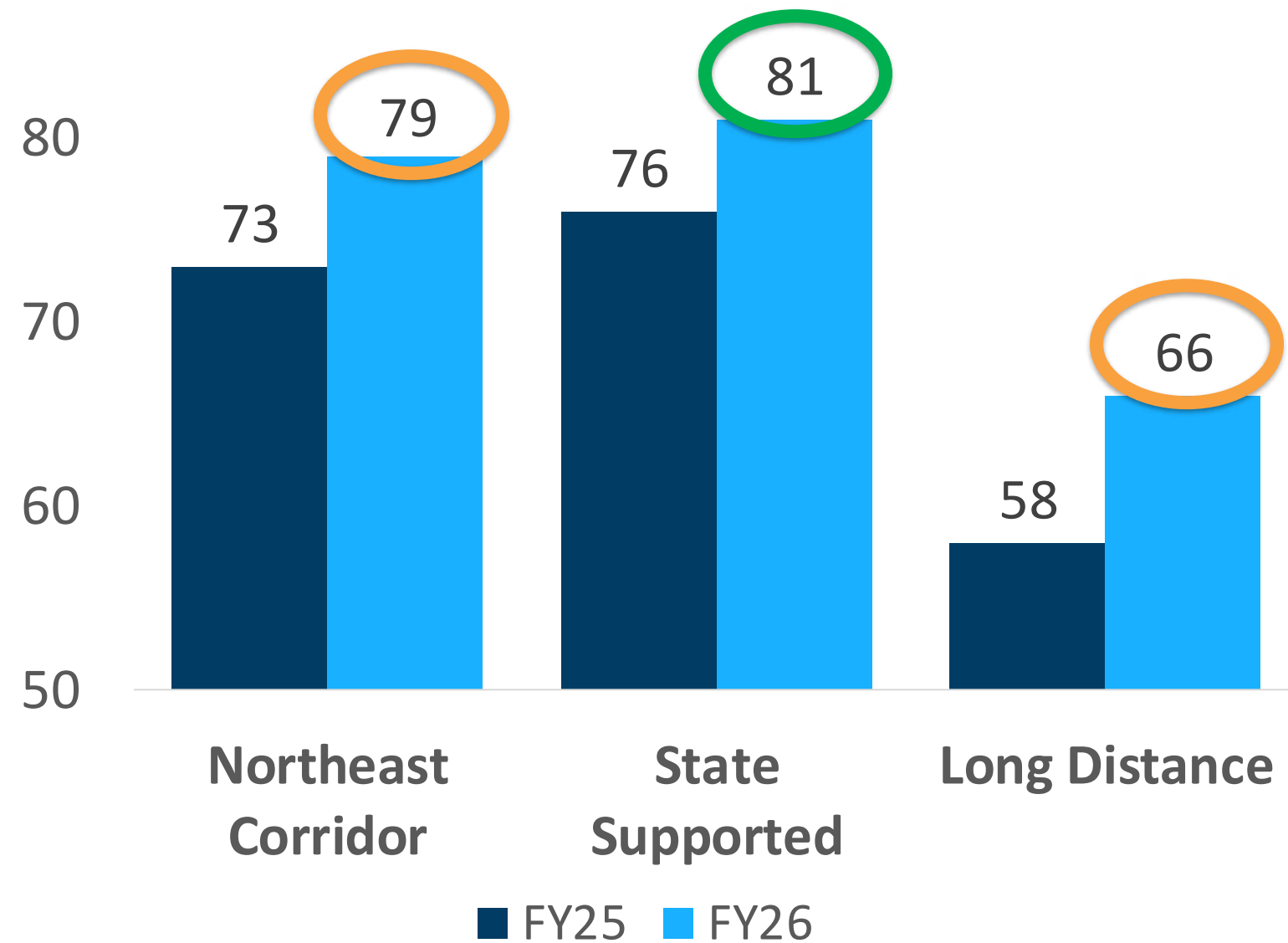
- Blue Sky CSI on pace with performance this time last year due to continued satisfaction with staff and improvements to Wi-Fi and cleanliness
- Non Blue Sky CSI surpasses performance in prior years due to improved OTP and communication
- Investment in cabin comfort and condition with new equipment roll out systemwide will support future gains

Customer On-Time Performance is **4.7** points favorable YoY



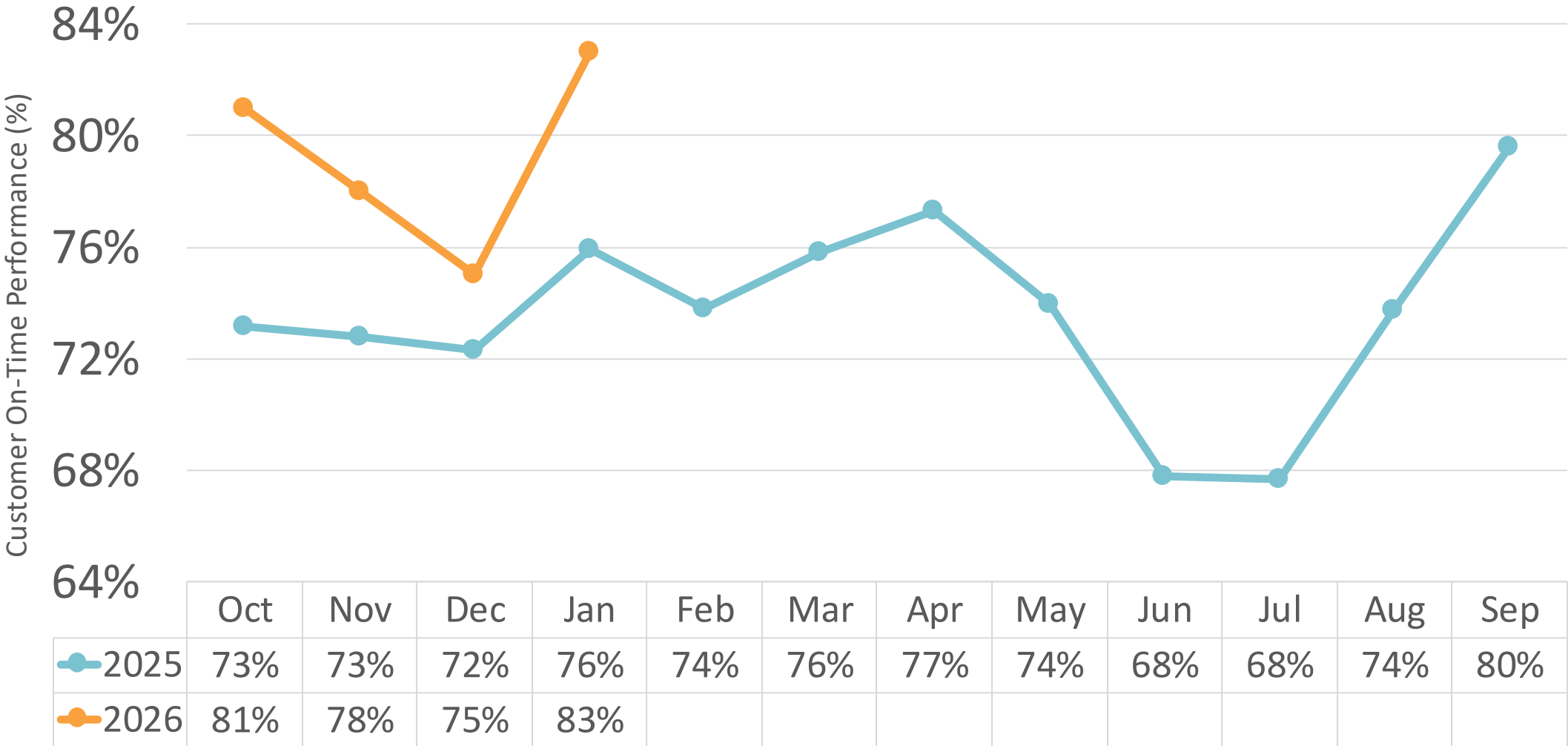
- **2.9** points unfavorable to plan
- Key drivers of results are strong State Supported and Long Distance performance YoY, with NEC underperforming after a strong October.
- Dec saw 74.8% with Jan at 83% mid-month

Customer On-Time Performance is significantly better in Q1FY26 versus Q1FY25



- Northeast Corridor
 - **+6** vs. last year **(+6.7%)**
 - **-3** vs. plan **(-3.7%)**
- State Supported
 - **+5** vs. last year **(+5.7%)**
 - **+0** vs. plan **(+0.0%)**
- Long Distance
 - **+8** vs. last year **(+13.5%)**
 - **-8** vs. plan **(-10.8%)**
- NEC 73.6% Dec; 82% Jan-TD
- SS 79.0% Dec, 85% Jan-TD
- LD 64.6% Dec, 77% Jan-TD

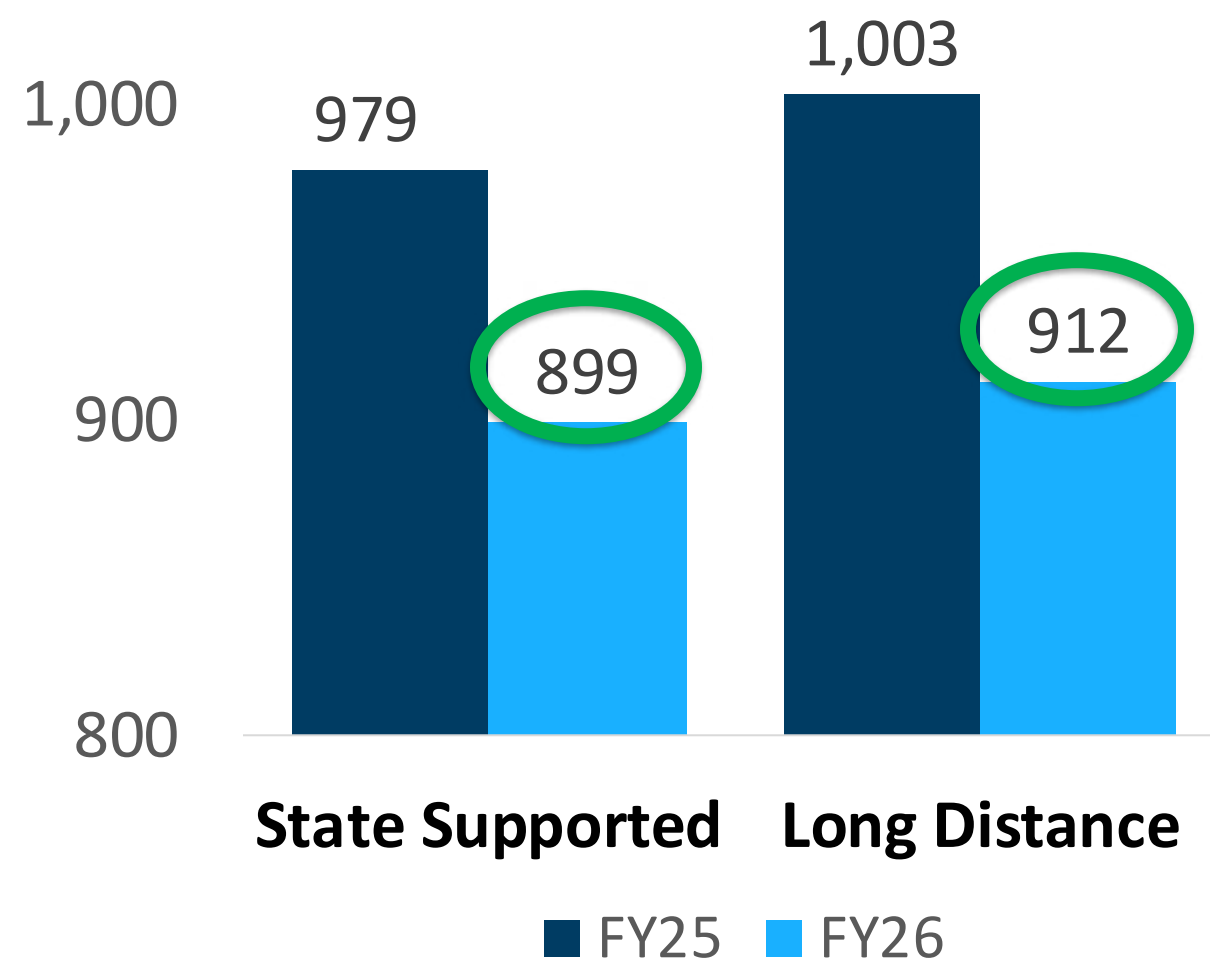
Customer On-Time Performance started with record highs in October but has declined in November and December



- Acela performance struggled in December while performance overall improved YoY
- Systemwide improved 3 points YoY in December with Acela -7 points and Northeast Regionals +4 points YoY
- Dec saw 74.8% with Jan at 83% mid-month

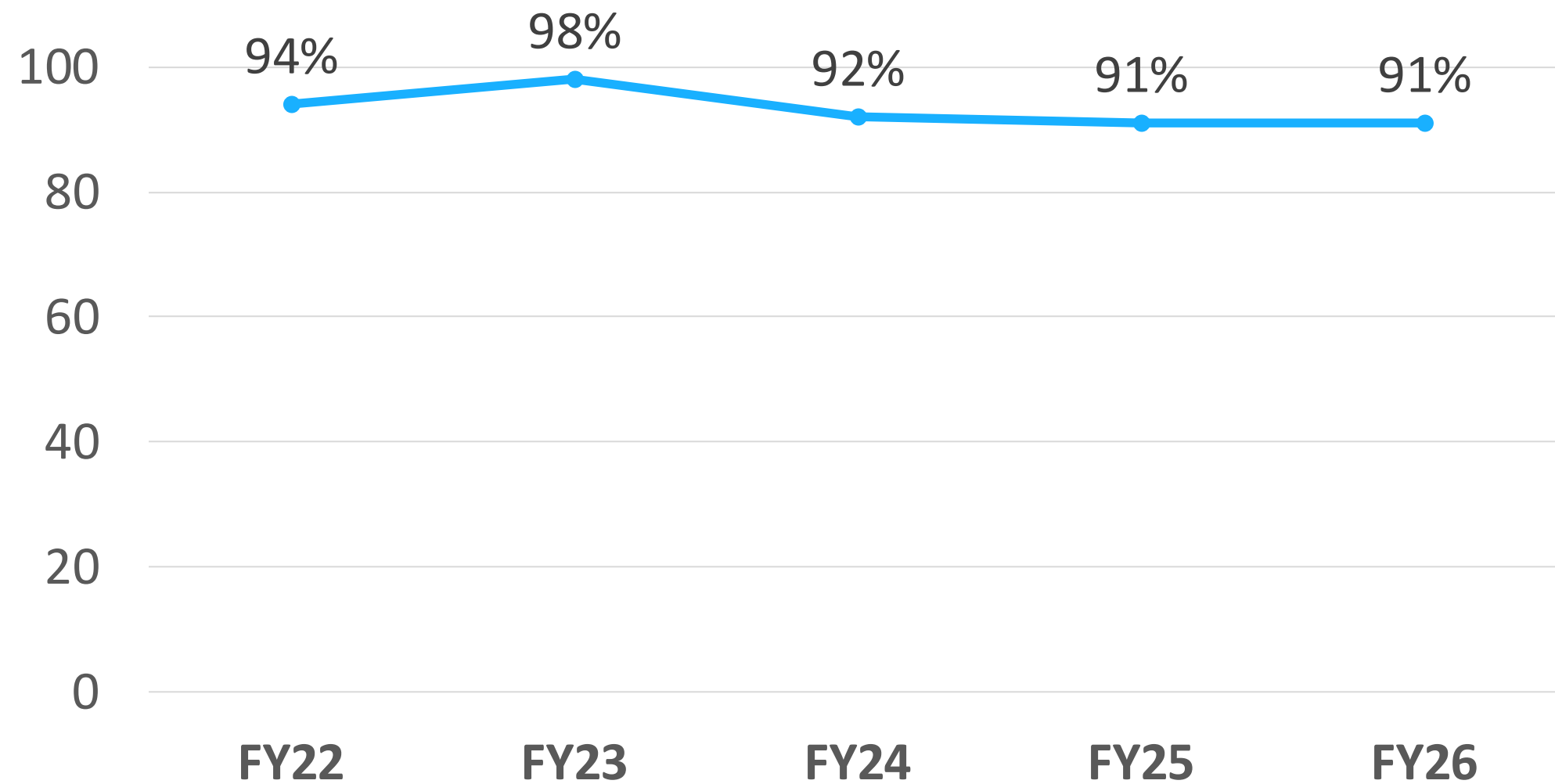
FY26 Host Railroad Responsible Delays per 10K Train-Miles

85(8.6%) favorable YoY



- State Supported
 - **+80** vs. last year (**+8.2%**)
 - **+100** vs. plan (**+10.0%**)
- Long Distance
 - **+91** vs. last year (**+9.1%**)
 - **+87** vs. plan (**+8.7%**)
- January is forecasted to maintain at Q1 levels

FY25 Customer consist fulfillment stays flat from FY25 levels slightly lower from historical trends



Drivers of deviations from planned consists include:

- Venture or Amfleet Coaches missing or replaced
- View liner or Superliner sleepers missing or replaced
- Missing Superliner Coach or Lounge

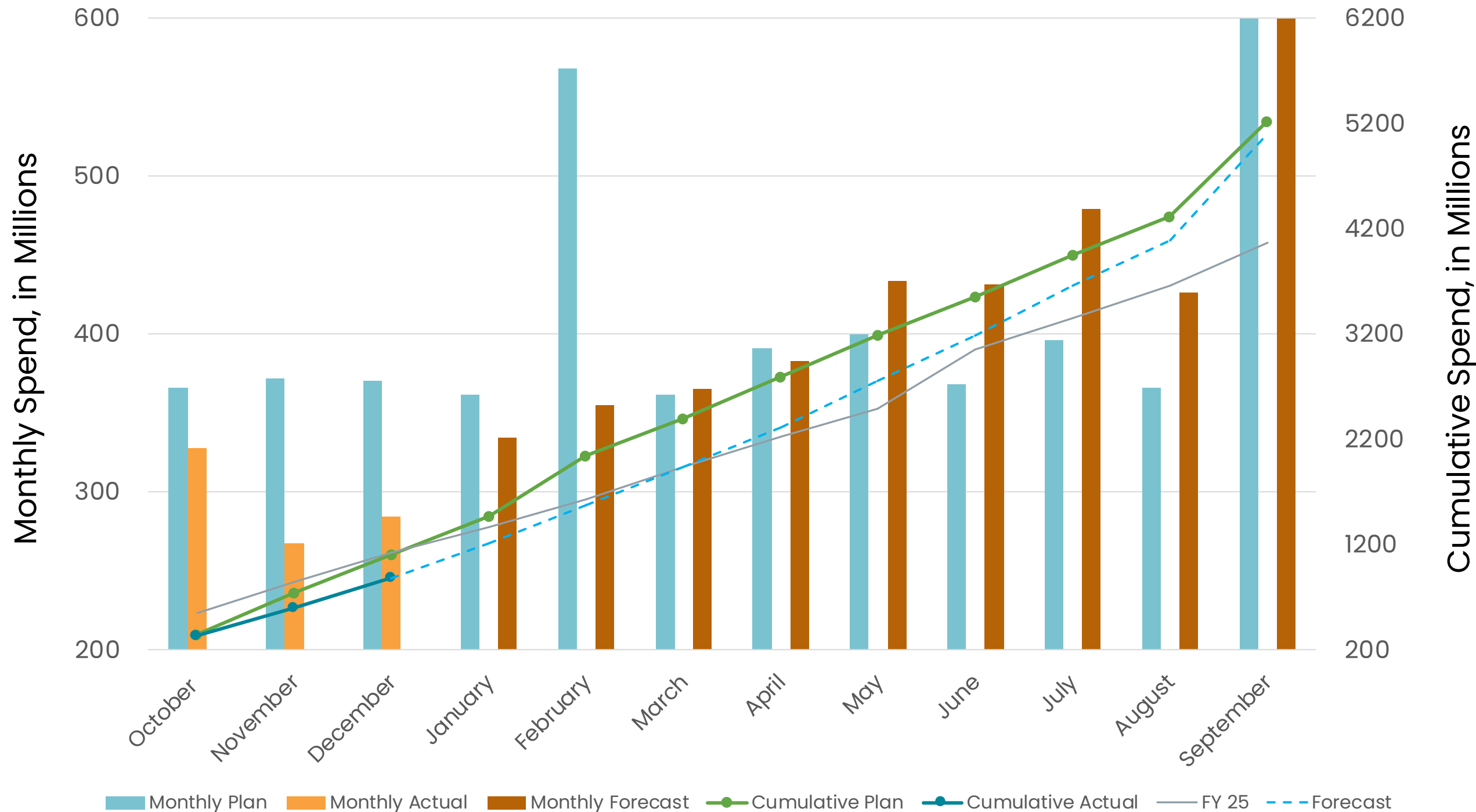
- FY25 : Ended at 91%
- Dec'25 : 91%

Capital Delivery Project Update

Laura Mason

EVP Capital Delivery

Capital Spend for Quarter 1 FY26



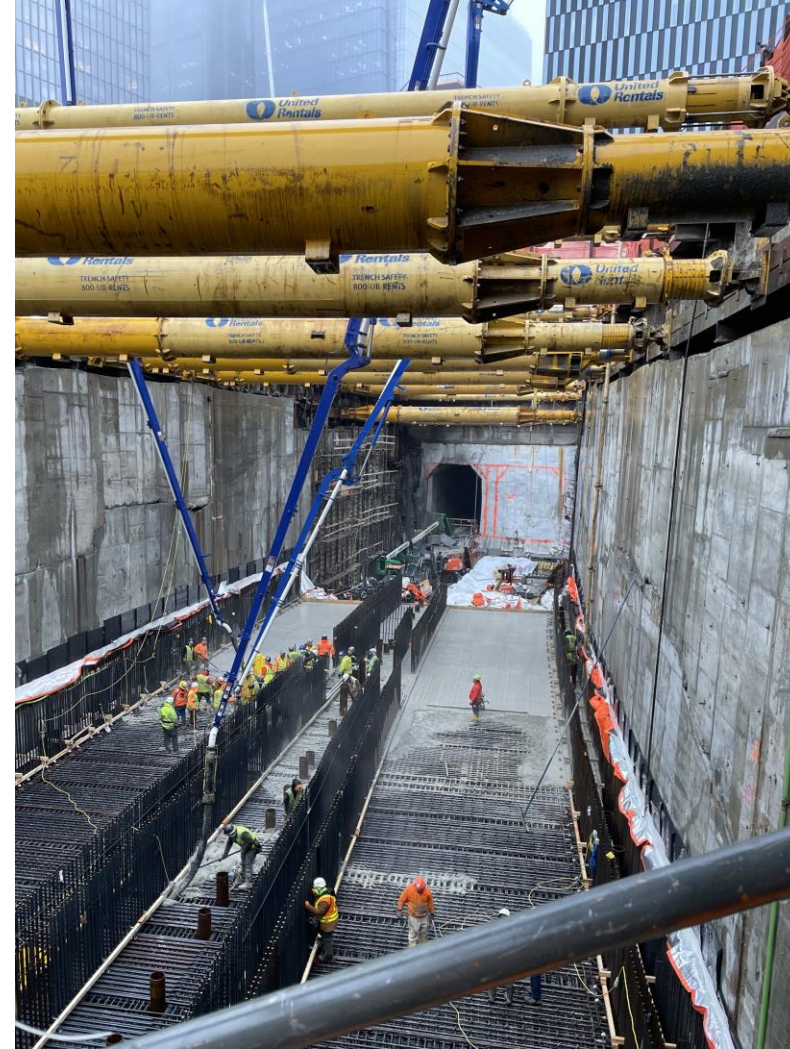
Drivers of deviation from plan include:

- Delays in executing funding agreements
- Major fatality incident causing site shutdown for investigations for Hudson Yards Concrete Casing-3
- Slower than expected readiness to conditionally accept more NextGen Acela trainsets



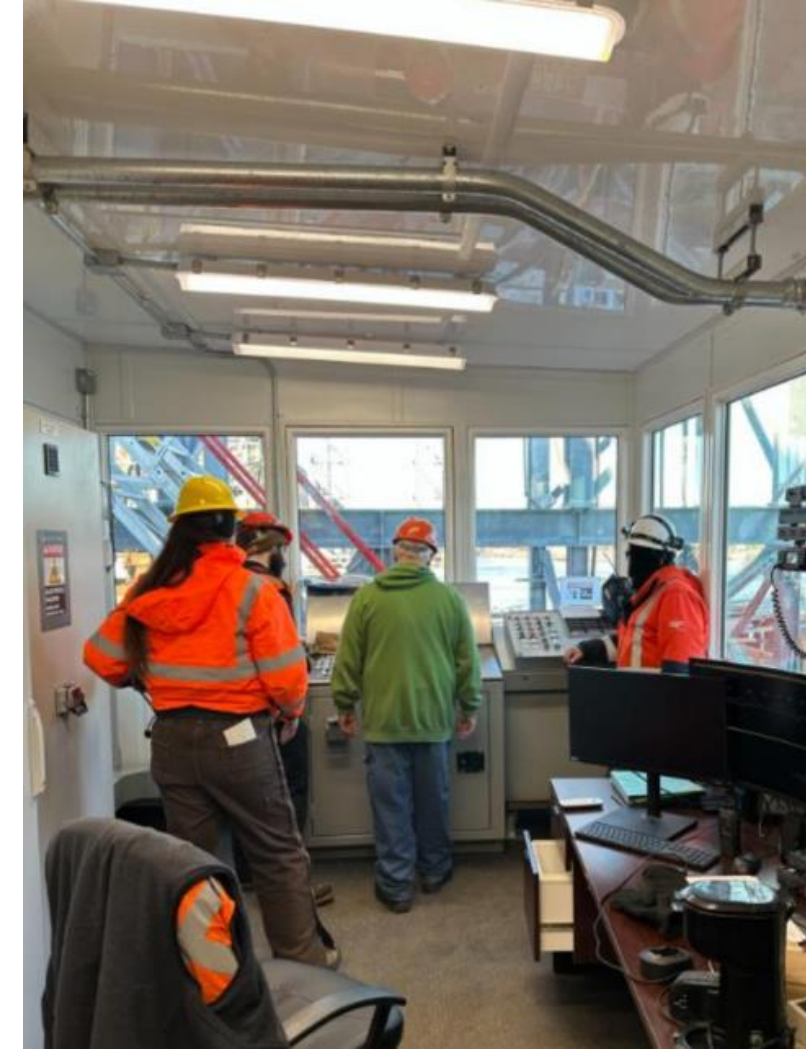
East River Tunnel New York, NY

Concrete benchwall progress continues on schedule with 18,000 linear feet poured to date



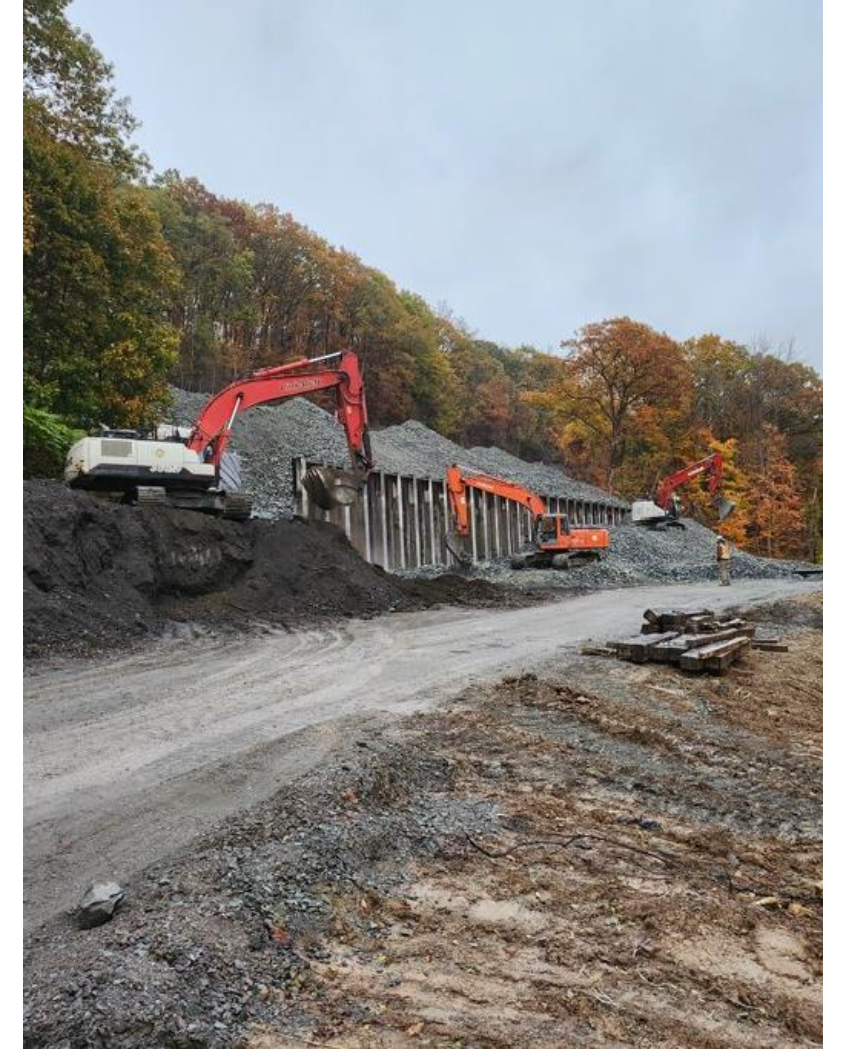
Hudson Yards Concrete Casing – 3 New York, NY

2 project concrete pours, two of the largest pours in NYC history (over 7,300 total cubic yards)



Connecticut River Bridge Old Saybrook, CT

New temporary bridge operator house has been successfully cutover



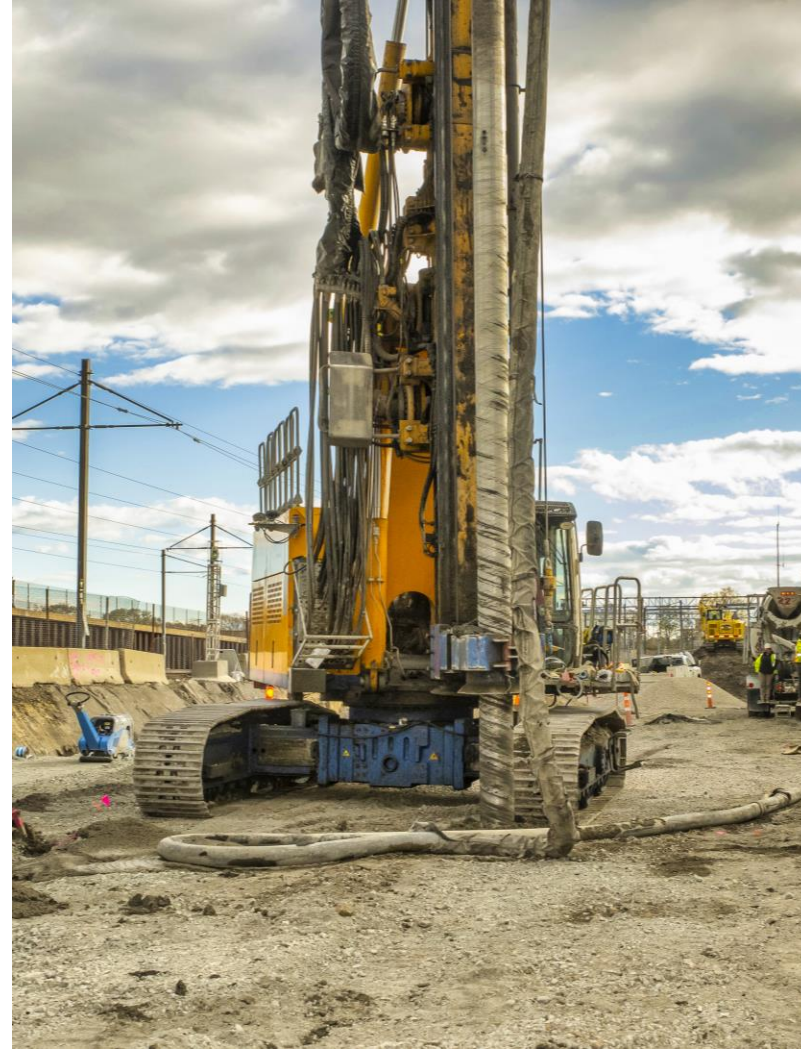
Post Road Branch Albany, NY

Stabilized significant right-of-way collapse after a landslide, in coordination with CSX and NYS DOT



NextGen Acela

9 trainsets have been conditionally accepted



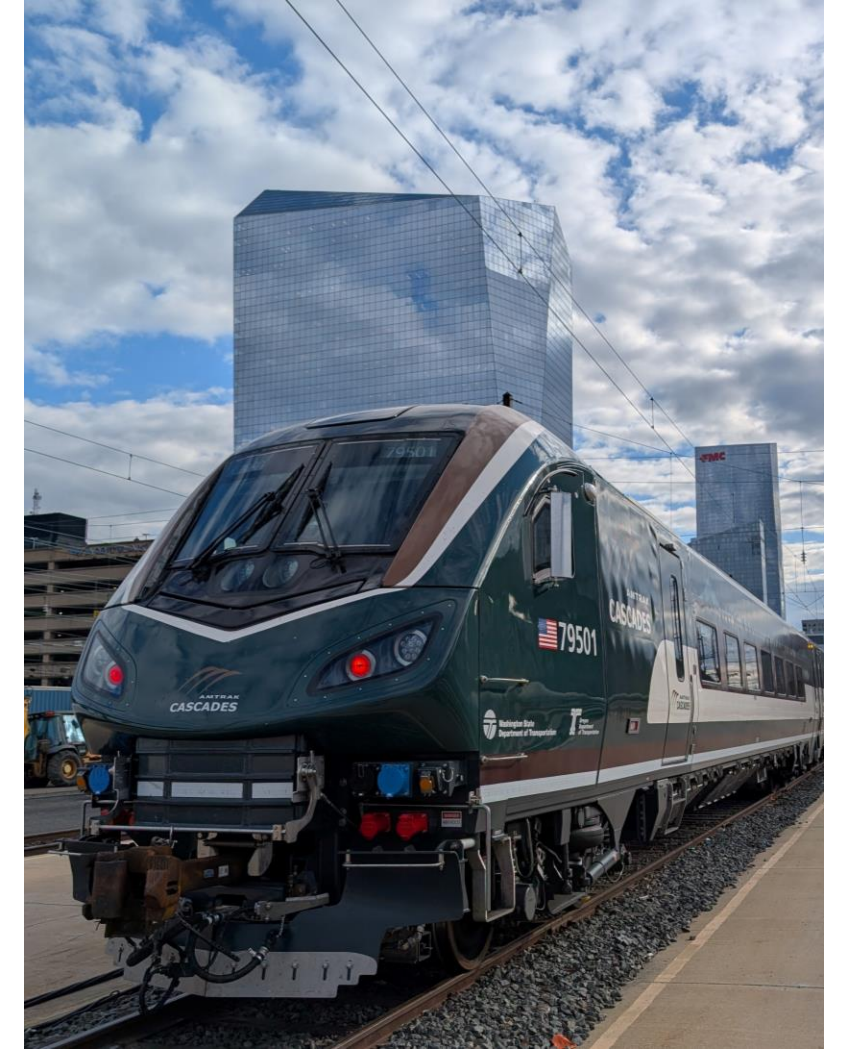
Southampton Yard, Boston, MA

Commenced concrete pours with 630 cubic yards poured to date



30th Street Station, Philadelphia, PA

South Concourse and South Tower construction is progressing



Airo Program

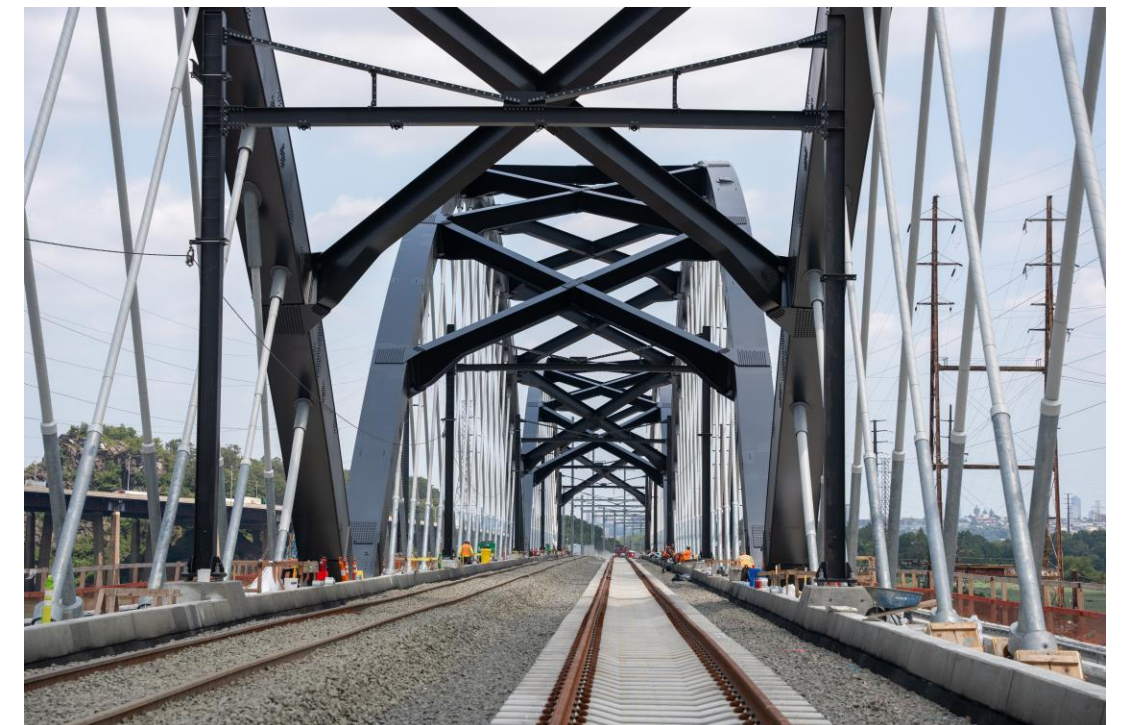
Trainset 1 shipped and moved to Penn Coach Yard, Philadelphia, PA, for testing

- **NextGen Acela** – delays in readiness of subsequent trainsets to commission.
- **Hudson Yards Concrete Casing-3** – a worker fatality occurred on the project on October 23, 2025.
- **Project Agreements** – Amtrak continues to work with project partners to execute agreements to begin construction.
- **B&P** – Unresolved flowdown issues with utility company continues to slow progress.

- **Penn Station Access (New York)**
- Dates: January 5 – March 30
 - *Why is the outage required?*
 - The project is undertaking a total replacement of a critical bridge that carries both tracks of the railroad
 - *Impacts?*
 - The number of tracks for trains to operate on will reduce from 2 to 1
 - Further outages expected – May to November
 - Train service reductions for Amtrak customers (~20% reduction)



- **Portal North Bridge (Kearny, NJ)**
- Dates: February 13 – March 16
 - *Why is the outage required?*
 - The upcoming project activities require connecting, testing, and commissioning an existing asset (the NEC) with a new asset (Portal North Bridge)
 - *Impacts?*
 - The number of tracks for trains to operate on will reduce from 2 to 1
 - Major service changes for NJ Transit and Amtrak customers (~50% reduction for Amtrak)



- **Long Bridge Project, VPRA (DC to VA)**
- Dates: January 12 thru 2031
 - *Why is the outage required?*
 - 5-year project to construct new rail bridges across the Potomac River during the daytime as required by noise ordinances
 - *Impacts?*
 - Expect daily service outages from 8:15AM-1PM for Amtrak on the 2-track bridge
 - Modified Amtrak train schedules through Virginia



Closing

Roger Harris

