

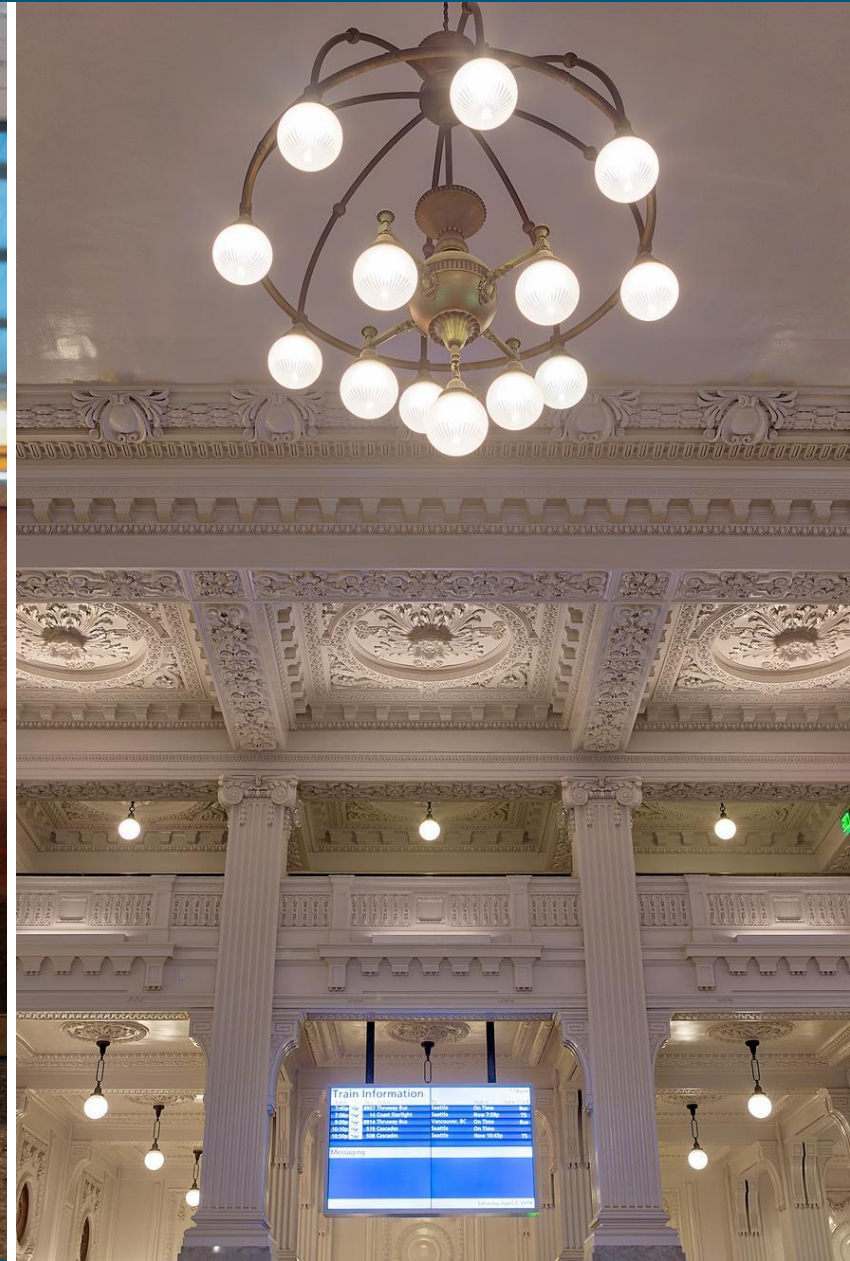
A New Era for Rail: Connecting More People and Places

Amtrak Board Meeting:
Update to the Public

December 4, 2024
Seattle, WA



Welcome to Seattle! Home to King Street Station



Train Information			
Amtrak	113 Vancouver Isl	Seattle	On Time
Amtrak	114 Coast Branch	Seattle	On Time
Amtrak	115 Discovery Pac	Portland, OR	On Time
Amtrak	116 Cascade	Seattle	How Delayed



**Nearly 33 million trips taken with Amtrak this year,
a record-breaking achievement.**



Board Members: Introductions

- Tony Coscia (Chair)
- Jeff Moreland (Vice Chair)
- Amit Bose
- Yvonne Burke
- Chris Koos
- Joel Szabat
- Stephen Gardner (Non-Voting)



Agenda

Board Remarks & Business Update

- 2024 Update
- 2025 Outlook

Presentations & Panel Discussion

- New Service
- Fleet Update
- Pre-Clearance Program
- Panel: Amtrak with WSDOT, ODOT, Sound Transit, VIA Rail

Q&A

FY 2024 – Highlights & Successes



Safety & Security



- Improvement on all primary safety metrics
- No NTSB accidents
- Voluntary Reporting – Strong employee engagement
- Security – 500 APD officers protecting customers, employees, infrastructure

Ridership



- **New Record! 32.8M riders**
- **Northeast Corridor: Record 14M riders**
- **11 State-Partner Routes with ridership records**
- **New *Borealis* service – 100K+ riders in first 6 months**

Ticket Revenue

- **New record! \$2.5B – + 9.1% increase**
- **Northeast Corridor – new record: \$1.37B**
- **Long Distance – new record: \$611M**
- **State Partners – 12 routes with new records**



Service Delivery & Operations



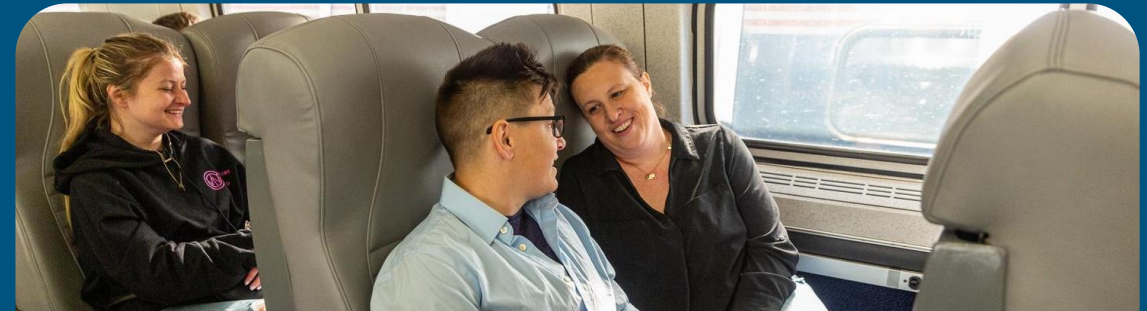
Cascades: Two More Daily Roundtrips
Added 5th and 6th Service



Long Distance Service OTP:
Lake Shore Limited, Capitol Limited



Acela & NER Fleet Utilization:
\$80M in new revenue opportunity



Creativity & Innovation:
50/50 Seating & Push-Pull Ops

Customer Experience

- **Improved Communication** – *40M+ travel notifications*
- **Digital** – *Nearly 22M bookings via digital channels (80% share)*
- **Loyalty** – *Close to 20M Amtrak Guest Rewards members*
- **Staff Interactions** – *Highly rated*
- **Food & Beverage** – *Modernized offerings with Cafe Acela and improved dining*



Customer Experience: Dining Enhancements

- **New allocations of equipment allow for improvement of dining experience**
 - *Crescent – Diner (June 2024)*
 - *City of New Orleans - Diner (November 2024)*
 - *Texas Eagle- Sightseer Lounge (March 2025)*
- **Improved Presentation – Lake Shore Limited, Crescent, Capitol Limited (Floridian)**
- **Sips in the Sightseer - Pilot program on California Zephyr**
- **Coach in Dining Car - Opportunity to purchase now available on 8 LD routes**



Fleet Restoration

Fleet	Restored/Added, FY 2023-2025	2025 Forecast	Average Fleet Age (Years)
<i>Amfleet I</i>	11	446	49
<i>Amfleet II</i>	7	136	43
Horizon	33	80	36
<i>Superliner</i>	39	385*	<i>Superliner I: 45 Superliner II: 30</i>
<i>Viewliner I</i>	11	44	29
<i>Viewliner II</i>	16	121	8

**Excludes 6 cars currently in wrecked status.*

- No units left for wreck repair.
- Only 18 cars not in service – Horizons and *Viewliner I/II*s.



Growing Operating Fleet to Meet Demand

35 *Viewliners* have been delivered since COVID.



Amtrak has invested \$2B to acquire **125** ALC-42 locomotives. The first entered service in 2022, and all are expected to be in service by 2029.



Long Distance Fleet Refresh

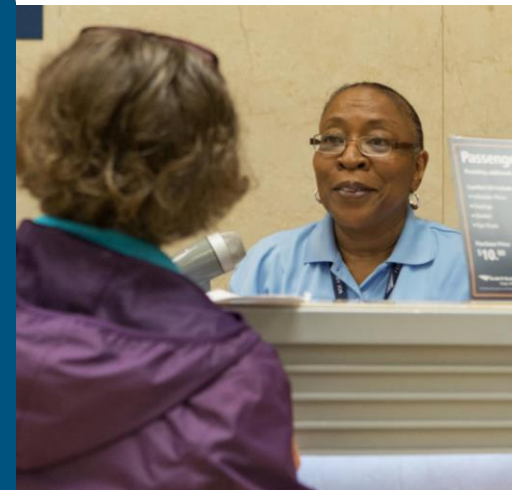
- A \$28 million investment upgrades the *Superliner* fleet, enhancing nearly 400 passenger cars.

<i>Superliner</i> Refresh	Total Fleet	% Complete	Target Complete
Coaches	149	~97%	Dec 2024
Sleepers	155	~74%	Sep 2025
Diners & Lounges	87	~44%	Dec 2025
Total <i>Superliners</i>	391	~76%	Dec 2025

- Planning for the *Viewliner* I refresh is underway, with execution anticipated to begin in FY 2026.
- Refresh of accessible bathroom (23 *Superliner* Coach cars) is in progress. The completion is targeted by FY 2028.

Advancing Our Partnership With Our Employees

- Collective bargaining now complete for ~99% of frontline employees.
- Enhanced value for employees.
- Strengthens Amtrak's ability to attract and retain top talent.
- Creates workforce stability to 2029.



Advancing Accessibility Projects Across the U.S.

STATIONS



- Invested \$900M+ since 2011 in accessibility upgrades at 129 stations.
- Program fully funded with additional \$1.1B from IJA
- Working toward 100% completion by 2029.

TRAINS



- NextGen Acela and *Amtrak Airo* trains will feature accessible restrooms, vestibules and Cafe Cars with integrated boarding equipment.

CUSTOMERS



- More than 4,200 employees completed ADA Training in FY 2024
- Implemented reservation enhancements via digital channels for customers with disabilities.

FY 2025: Continued Growth & Investment

Deliver More Capacity to Meet Demand Today While Building for Future

	FY 2019	FY 2023	FY 2024	FY 2025 Planned
Gross Ticket Revenue	\$2.3B	\$2.3B	\$2.5B	\$2.6B
Ridership	32.0M	28.6M	32.8M	34.3M
Capacity: Available Seat Miles	12.7B	11.3B	12.5B	13.2B
Capital Spend	\$1.6B	\$2.9B	\$4.5B	\$6.8B

Connecting More People and Places

By FY 2040, we aim to **double ridership** to carry 66 million passengers.



Amtrak Strategic Blueprint

Long-Term Objectives Beyond 15 Years (FY 2040)



Reach net-zero emissions.

Secure consistent infrastructure funding sources.



Expand partnerships, network & fleet to reach all top 50 metro areas and achieve competitive trip times and reliable service.

Develop new high-speed rail services.



Amtrak Strategic Blueprint

Short-Term Objectives – by FY 2028



Increase our infrastructure and asset capacity, productivity, sustainability and resilience.



Reach 37 M passengers and achieve break-even in our train operations business.

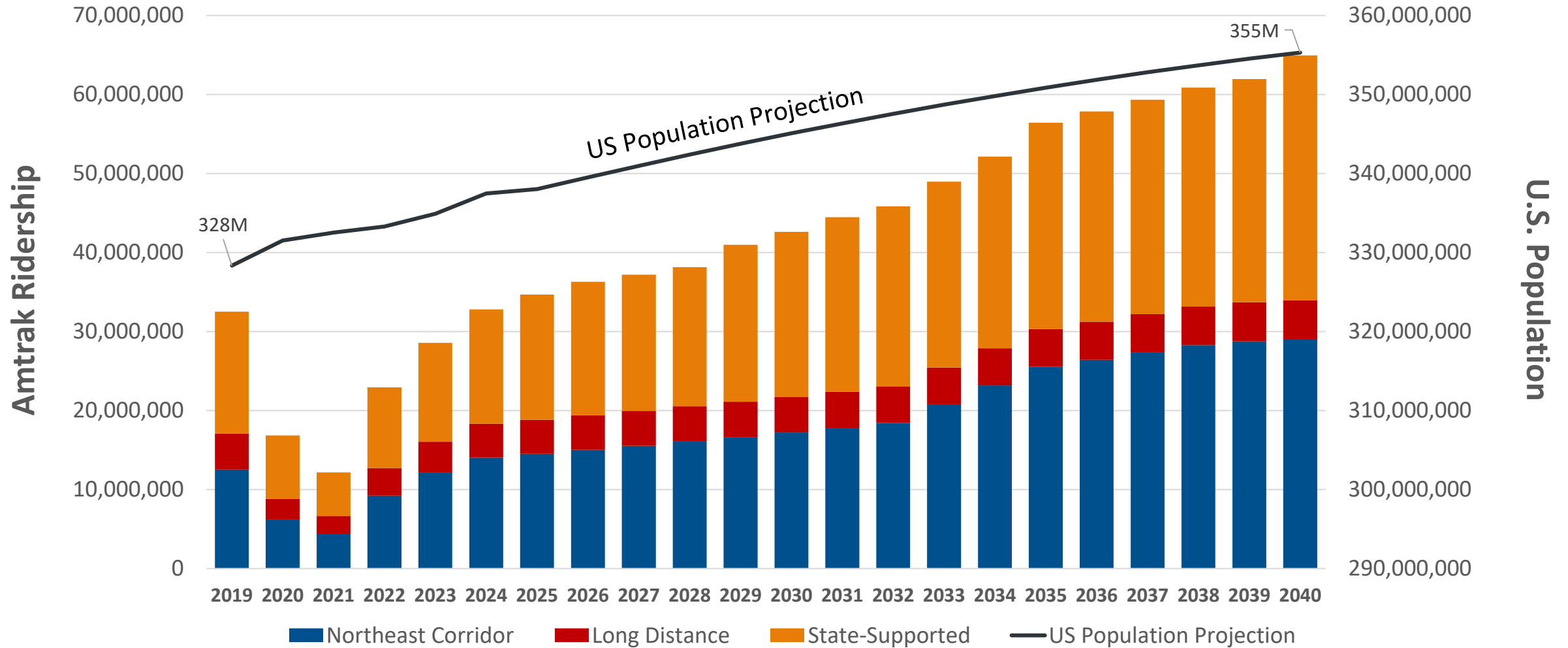
Improve our customer experience and operate safely and reliably.



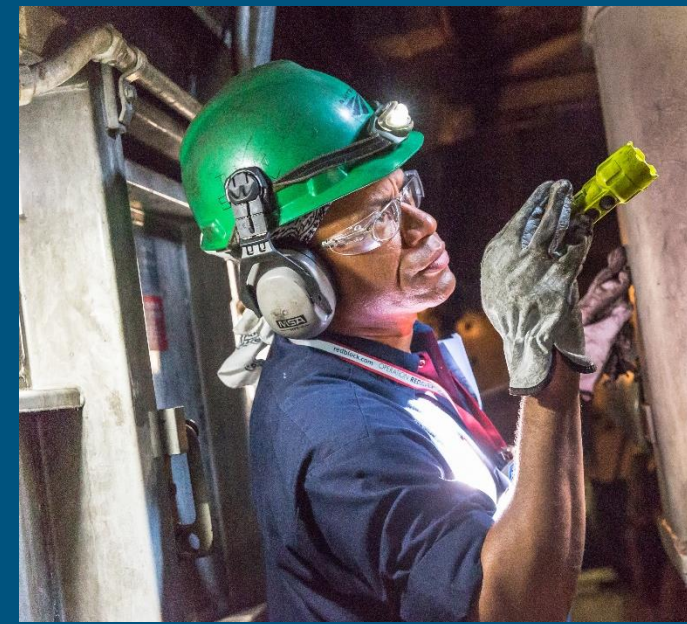
Be the transportation industry employer of choice in the United States.



2040 Systemwide Ridership Goal: 66 Million



Transforming Capital Delivery at Amtrak



Capital Spend

- **New record: \$4.5B spend**
- **Economic impact and financial commitments**
 - **\$10B** in new contracts signed with private-sector partners
 - **\$16B** of federal grants awarded



New Connecticut River Bridge Groundbreaking – September 2024

Capital Spend – Big Progress in FY 2024

Advancing Large Projects and Programs



**Portal North
Bridge**
75% complete



**Fleet
Refresh**
Underway



**Major
Station
Projects**

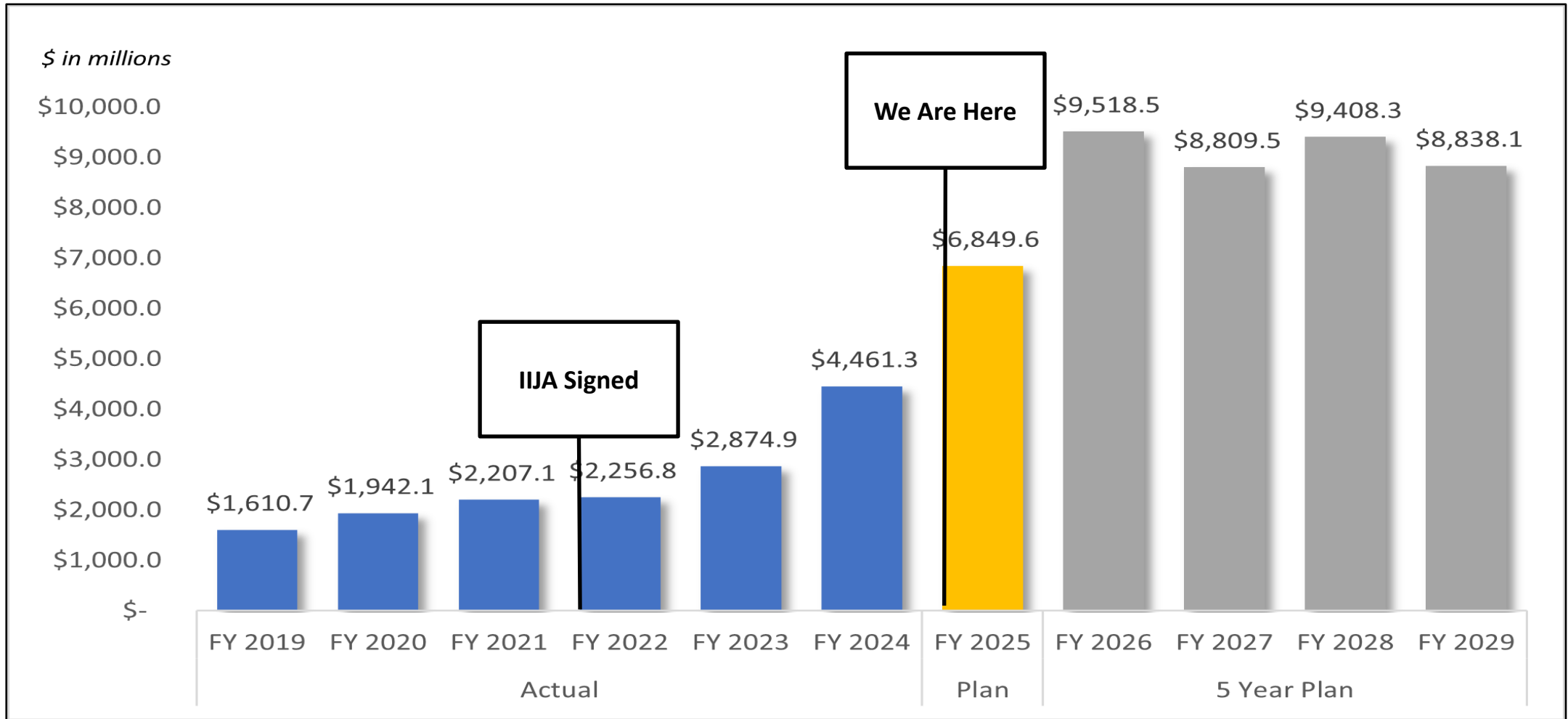


**Progress
on ADA
Compliance**



**State of
Good Repair
Projects**

The Largest Capital Program in Amtrak History



FY24 Total Capital Spend – \$4.5 Billion (an Amtrak record!)

Rebuilding Infrastructure

Key projects underway include:

- Gateway Program (Hudson Tunnel Project) (NY/NJ)
- Frederick Douglass Tunnel Program (MD)
- Susquehanna River Bridge (MD)
- Connecticut River Bridge (CT)
- East River Tunnel Rehabilitation (NY)
- Chicago Hub Improvement Program (IL)
- \$47B State of Good Repair Backlog





Renewing the Fleet

Key Programs Include:

- **NextGen Acela high-speed trainsets – Arriving in 2025.**
- **New *Amtrak Airo* trainsets – Manufacturing underway; delivery begins in 2026.**
- **Long Distance fleet replacement – Builder selection in late 2025.**
- **Modernizing maintenance facilities across the nation – Underway.**

Modernizing Major Stations

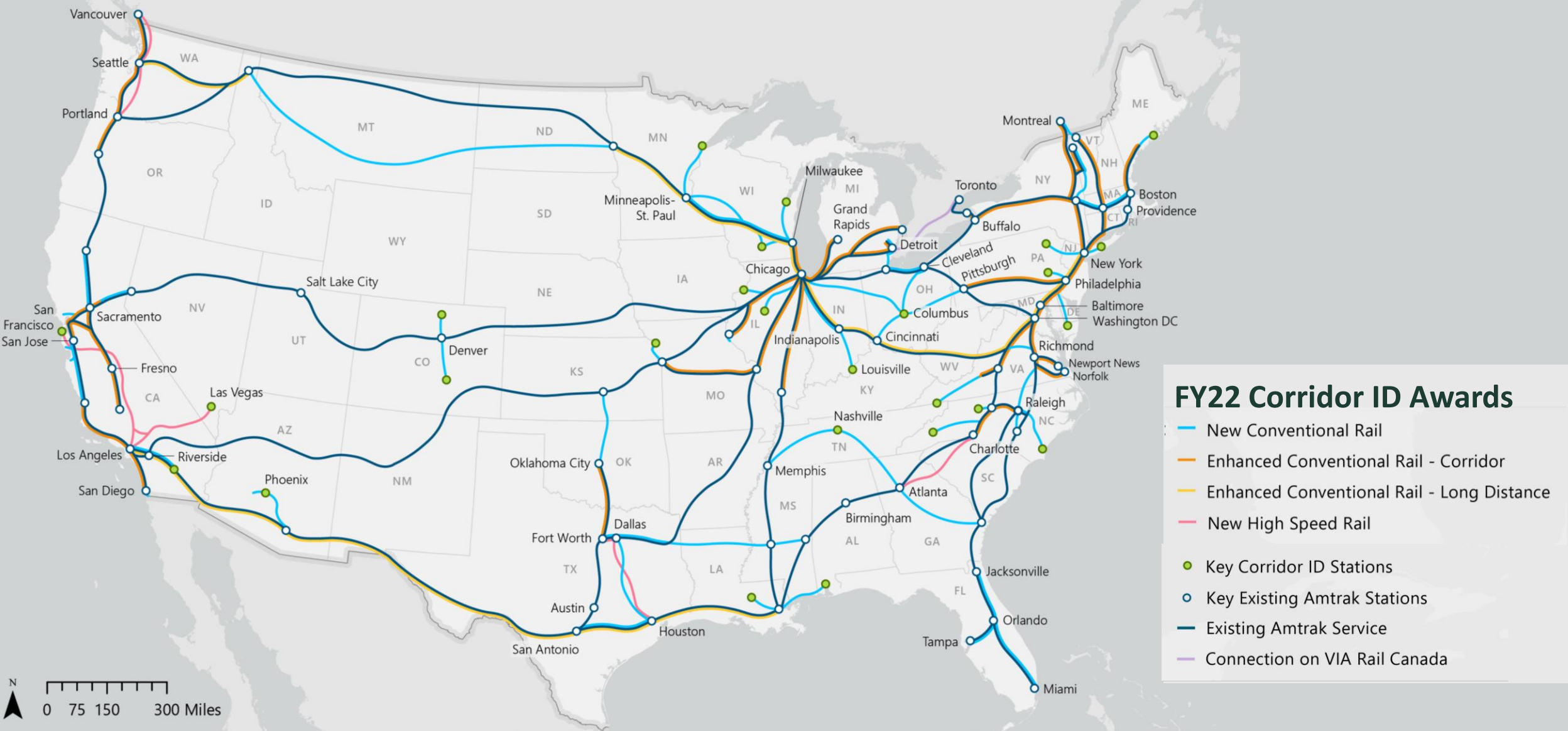
Investing to expand capacity and enhance the customer experience.

Key Programs include:

- Washington Union Station (DC)
- Philadelphia Gray 30th Street Station (PA)
- Chicago Hub Improvement Program (IL)
- NY Penn Station Rehabilitation & Expansion (NY)



Corridor Growth





Board Members: Discussion of Results

- Ridership: 32.8M – new record!
- Ticket Revenue: \$2.5B – new record!
- Capital Spend: \$4.5B – new record!
- ADA: \$145M invested
- Total Operating Revenue: \$3.6B
- Financial: ~10% or \$67M improvement in operating performance

Thank You!



New Service Update

Dennis Newman
EVP, Strategy & Planning



Greater Northwest Service Summary

Amtrak Cascades

Vancouver, BC – Eugene

STATE SUPPORTED

- Amtrak Core service 6 round-trips daily Seattle-Portland
- 18 stations
- Ridership:
 - FY23 668.4K
 - FY24 938.4K
- June 2024 was record month for Oregon stops – 36% ridership increase vs. June 2023.

Coast Starlight

Seattle – Los Angeles

LONG DISTANCE

- Daily service
- 30 stations
- Ridership:
 - FY23 337.4K
 - FY24 358.5K

Empire Builder

Chicago – Seattle/Portland

LONG DISTANCE

- Daily service
- 46 stations
- Ridership:
 - FY23 349.0K
 - FY24 388.0K

Three stations are served by all three services, including Portland, Vancouver (WA) and Seattle.

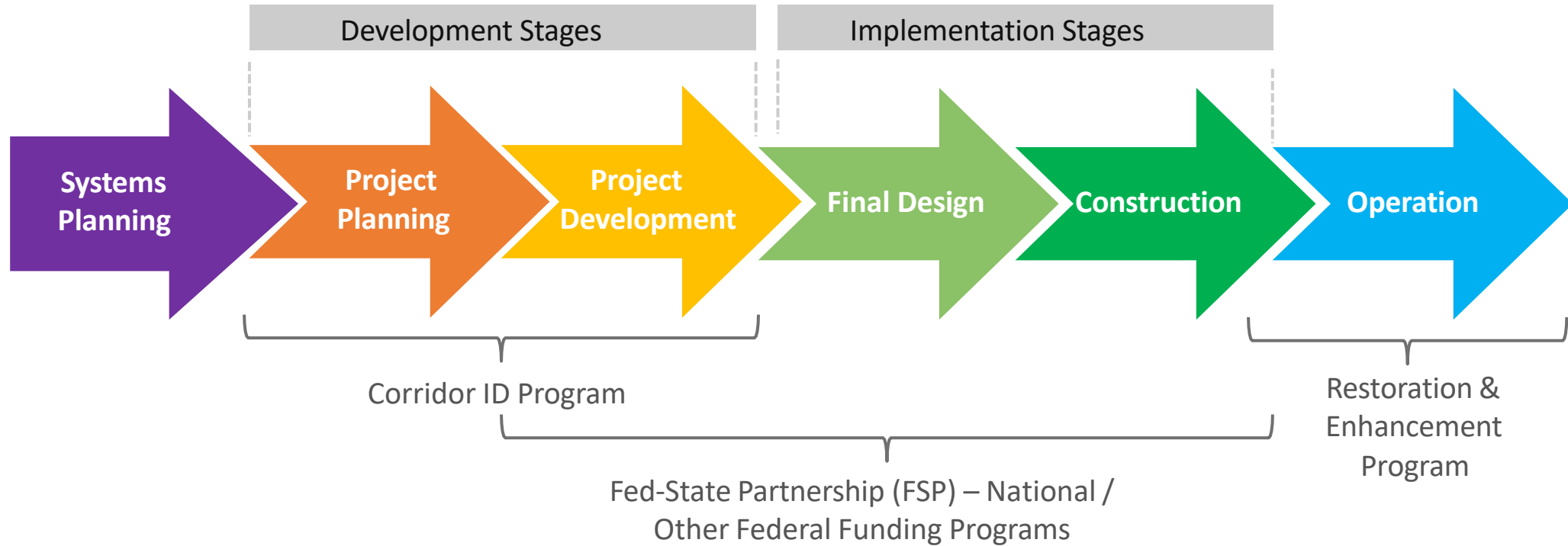
Recent Service Expansion



Route	Launch
<i>Berkshire Flyer</i>	July 8, 2022
Second <i>Northeast Regional</i> (NER) to Roanoke Train	July 11, 2022
Third NER to Norfolk Train	July 11, 2022
<i>Ethan Allen Express</i> Burlington Extension	July 29, 2022
Second Cascades to Vancouver	March 6, 2023
Fourth <i>Piedmont</i> Train	July 10, 2023
Fifth and Sixth Cascades Trains	December 11, 2023
<i>Borealis</i>	May 21, 2024
<i>Winter Park Express</i>	December 20, 2024

FRA Corridor ID Program

Creates a foundational framework for identifying and developing new or improved intercity passenger rail services.

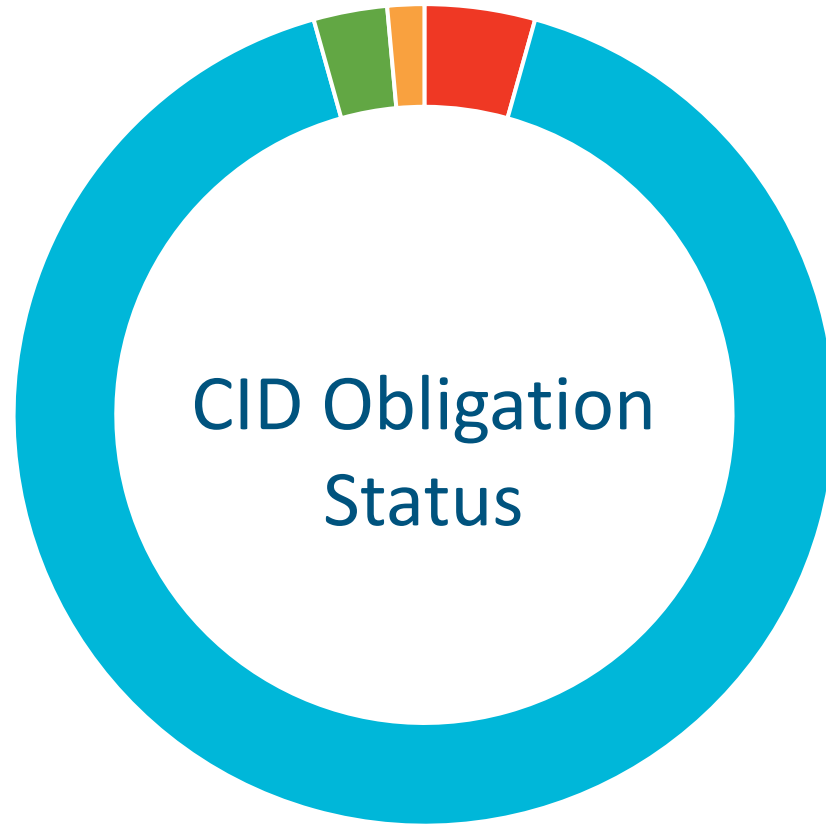


Corridor ID Step Process



Grant	Step 1: Scoping	Step 2: Service Development Plan	Step 3: Preliminary Engineering / NEPA
Funding	\$500k / 0% match	\$X / 10% match <i>(\$X determined during Step 1)</i>	\$X / 20% match <i>(\$X determined during Step 2)</i>

Corridor ID Program Update



■ Not started (3)

■ Step 1 (63)

■ Step 2 (2)

■ Step 3 (1)

As of 11/7/24

CID Funding Availability & Allocation

- FRA authorized to use up to 5% of \$36B Federal-State Partnership Program, which allows for up to **\$1.8 billion** ($\$36 \text{ billion} \times 5\% = \1.8 billion) (plus annual appropriations).
- Step 1 and Step 2 of CID – FRA will allocate up to **\$800 million** for corridors already selected and will reserve funding for corridors selected under future funding notices (Next NOFO planned for 2025).
- Step 3 of CID – FRA will reserve the remaining up to **\$1 billion** for corridors advancing into Step 3.

Amtrak-led CID Awards

▼
Current CID Step

Completed
CID Step
✓



Daily Cardinal Service

▼
Step 1 Step 2 Step 3



Daily Sunset Limited Service

▼
Step 1 Step 2 Step 3



Amtrak to Long Island

▼
Step 1 Step 2 Step 3



Amtrak Texas High Speed Rail

Step 1 ✓ Step 2 ✓ **Step 3**

Greater Northwest Future Expansions

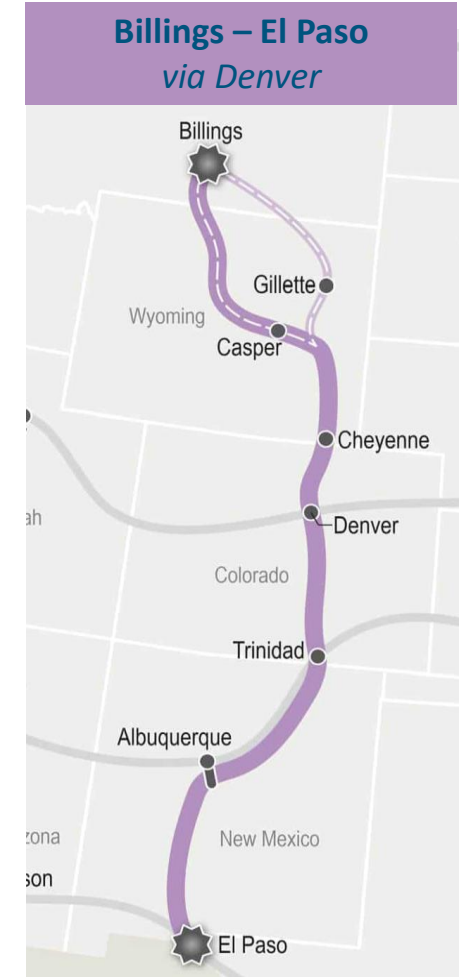
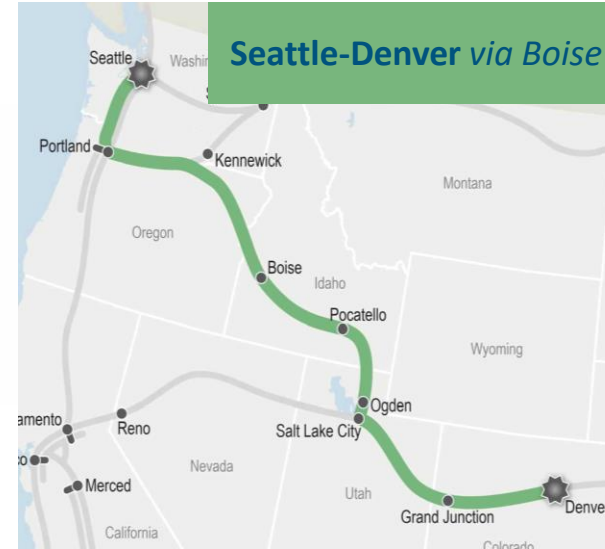
Corridor ID Program



Amtrak Cascades
(Eugene – Portland – Seattle – Vancouver, BC)

Cascadia High Speed Rail (UHSR)
(Portland – Seattle – Vancouver, BC)

Big Sky North Coast Corridor
(Chicago-Seattle)



Greater Northwest Corridor ID

Amtrak Cascades

(Eugene – Portland – Seattle –
Vancouver, BC)

PROJECT SPONSOR: WSDOT

- Up to 16 round-trips Portland-Seattle, up to six round-trips Seattle-Vancouver (BC), and six round-trips Eugene-Portland.
- Various capital improvements to track and facilities along existing corridor to enhance capacity and trip times.

Cascadia High Speed Rail (UHSGT)

(Portland – Seattle –
Vancouver, BC)

PROJECT SPONSOR: WSDOT

- Greenfield high-speed rail system.
- 345-mile corridor connecting via a one-hour, low/no emissions trip, with speeds up to 250 mph.

Big Sky North Coast Corridor

(Seattle – Chicago)

PROJECT SPONSOR: Big Sky
Passenger Rail Authority

- Restore former *North Coast Hiawatha* route through southern Montana and North Dakota discontinued in 1979.
- Proposed two round-trips daily.
- Evaluating alternate route options in Wisconsin, Minnesota, Montana, Washington and Oregon.

Near-term Service Expansion

- Gulf Coast (New Orleans-Mobile).
- *Hiawatha* 8th roundtrip.
- *Piedmont* 5th roundtrip.
- 2nd *Pennsylvanian*.
- Christiansburg, VA, extension.
- California frequencies.



Renewing the Fleet

Karyn Criswell

AVP, MP Fleet Development & Expansion





Renewing the Fleet

Key Programs Include:

- **NextGen Acela high-speed trainsets – Arriving in 2025.**
- **New *Amtrak Airo* trainsets – Manufacturing underway; delivery begins in 2026.**
- **Long Distance fleet replacement – Builder selection in late 2025.**
- **Modernizing maintenance facilities across the nation – Underway.**

Airo Set for Launch in 2026



Airo



- Intercity service to replace current fleet.
- **Order quantity:** 83 trainsets – 130 options.
- **Car builder:** Siemens (Sacramento, CA).
- **Target in-service date:** 2026.
- **First service launch:** Amtrak Cascades.
- **Current status:**
 - All structural testing successfully completed, 83 vehicles in production.
- **Key benefits:**
 - Switch to trainset operations, modernizing the aging fleet, improved customer amenities, innovative approach to multiple power sources, improved accessibility.



Airo Train Configurations – Flexibility

Configuration B:  **AC** 
Dual Power
(Auxiliary Power Vehicle (APV))



Configuration C:  
Hybrid Battery
(Battery Car)



Configuration D: 
Diesel only



 **AC** 12.5kV / 25kV  Diesel  Traction Battery

Airo Regional Pool Distribution

Pool	Type	Base Qty	Power/Consist
<i>Keystone Service pool, named trains, and Northeast Regional Trains 66/67</i>	B1	18	<ul style="list-style-type: none"> • Dual Mode • Electric/Diesel • 6 Car Consist
<i>Pennsylvanian, Carolinian and Palmetto</i>	B1	8	<ul style="list-style-type: none"> • Dual Mode • Electric/Diesel • 6 Car Consist
<i>Northeast Regional (NEC + Through)</i>	B2	32	<ul style="list-style-type: none"> • Dual Mode • Electric/Diesel • 8 Car Consist
<i>Empire Service pool</i>	C	17	<ul style="list-style-type: none"> • Dual Mode Battery/Diesel 6 Car Consist with Battery Prototype and ability to pivot to Third Rail/Diesel
<i>Cascades</i>	D	8	<ul style="list-style-type: none"> • Diesel only • 6 Car Consist
Total		83	

NextGen Acela Set for Spring 2025 Launch



NextGen Acela

- High-speed trainset capable of 160 mph.
- **Order quantity:** 28 trainsets.
- **Car builder:** Alstom (Hornell, NY)
- **Current status:**
 - Qualification testing completed; preparing for pre-revenue testing.
 - Production completed on 14 trainsets.
- **Key benefits:**
 - Enhancements in passenger comfort, technology, innovation and safety.





NextGen Acela Features

- Seating with **personal outlets, USB ports.**
- **Winged headrests** to serve as a barrier between the customer and their seatmate.
- Spacious restrooms with **contactless features** and automatic door access.
- Onboard information system providing **real-time information.**
- Cafe Car enhancements, including convenient **self-service options.**
- **Accessibility features.**

Long Distance Service

- Bi-level RFP issued in Dec. 2023; procurement process is ongoing.
- Contract award anticipated in Fall 2025.
- Replacement of bi-level equipment operated on western, Long Distance routes.
- **Key benefits:**
 - Enhanced accessibility and customer experience, improved performance and operational efficiency.
- **Target in-service date: 2030s.**



Future Fleet Acquisition Drivers



- Keep fleet in a State of Good Repair to maintain existing services.
- Increased demand for service on the Northeast Corridor (NEC) and National Network's State Supported services.
- Support growth through increased frequencies, route expansions and addition of new services.

Opportunities to Meet Fleet Needs

- Amtrak has 130 *Airo* trainset options.
- Options provide price and schedule value to Amtrak and state partners.
- Meeting with states to discuss needs and opportunities.
- Options orders placed soon could result in delivery after the base order is complete, in early 2030s.



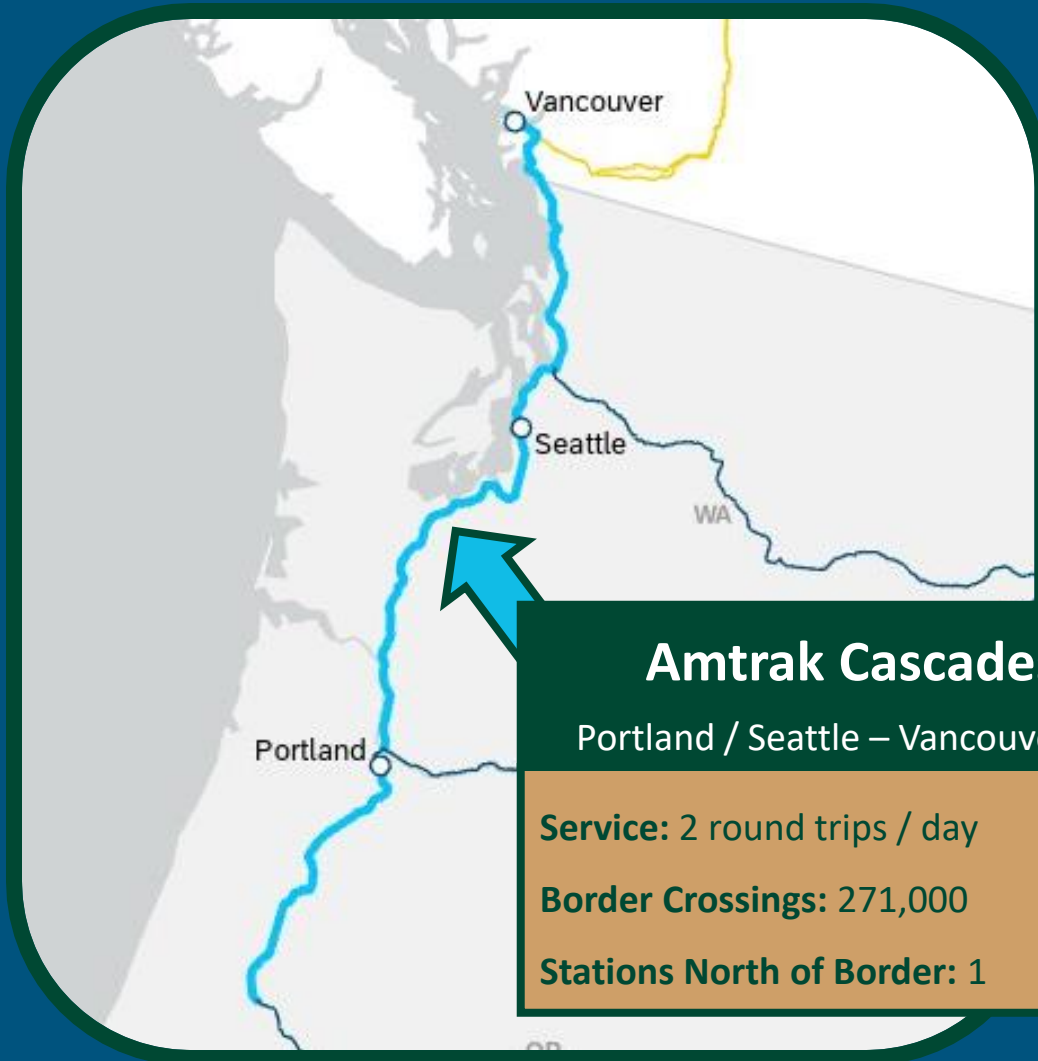
Preclearance Program: Cross-Border Services in Canada

Robert Eaton

Sr. Director Government Affairs –
National and State Relations



Current Cross-Border Service



Amtrak Cascades

Portland / Seattle – Vancouver, BC

Service: 2 round trips / day

Border Crossings: 271,000

Stations North of Border: 1

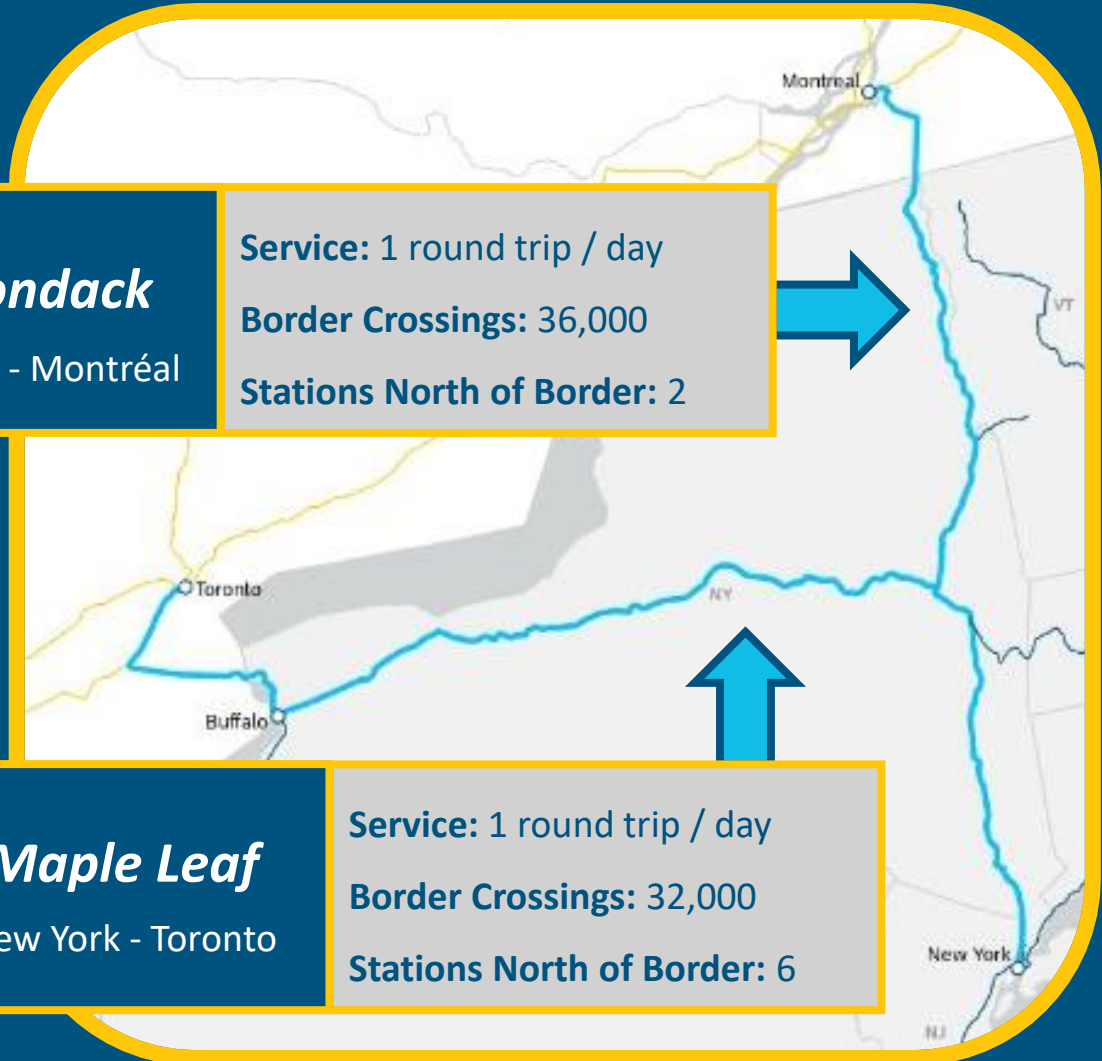
Adirondack

New York - Montréal

Service: 1 round trip / day

Border Crossings: 36,000

Stations North of Border: 2



Maple Leaf

New York - Toronto

Service: 1 round trip / day

Border Crossings: 32,000

Stations North of Border: 6

Preclearance Journey

2015

Land, Rail, Marine, and Air Transport Preclearance Agreement (LRMA).

2016

U.S. Congress passes legislation supporting the LRMA.

2017

Canadian Parliament passes legislation supporting the LRMA.

2019

Canada publishes required implementation regulations for U.S. preclearance in Canada.

2019

U.S. and Canada exchange diplomatic notes.

United States Preclearance

“Preclearance is the process by which officers stationed abroad inspect and make admissibility decisions about travelers and their accompanying baggage before they leave a foreign port, simultaneously increasing efficiency and security. The LRMA provides the legal framework and reciprocal authorities necessary for U.S. Customs and Border Protection (CBP) and the Canada Border Services Agency to carry out security, facilitation, and inspection processes in the other country.”

Short Explanation: Preclearance allows US Customs and Border Protection (USCBP) Officers to exercise their full customs and immigration authority in a foreign country.

Preclearance Facilities by Mode	
Air	15
Rail	0
Marine	0

Vancouver, BC: Will be first expansion of preclearance in rail (or any non-air mode).

Montréal, QC: Province of Quebec is working with border agencies, rail operators, and other partners to explore and advance preclearance facility in Montréal. Initial report completed in 2024.

Windsor, ON: Expansion of *Wolverine* service from Detroit, MI, to Windsor, ON, will create 4th cross-border service, including preclearance facility at VIA’s Windsor Station.

Update – Pacific Central Station, Vancouver, BC

- Awarded construction contract: **October 2024.**
- Construction expected to:
 - Begin: **13 January 2025**
 - Complete: **30 April 2025**
- Transport Canada will then officially designate the facility.



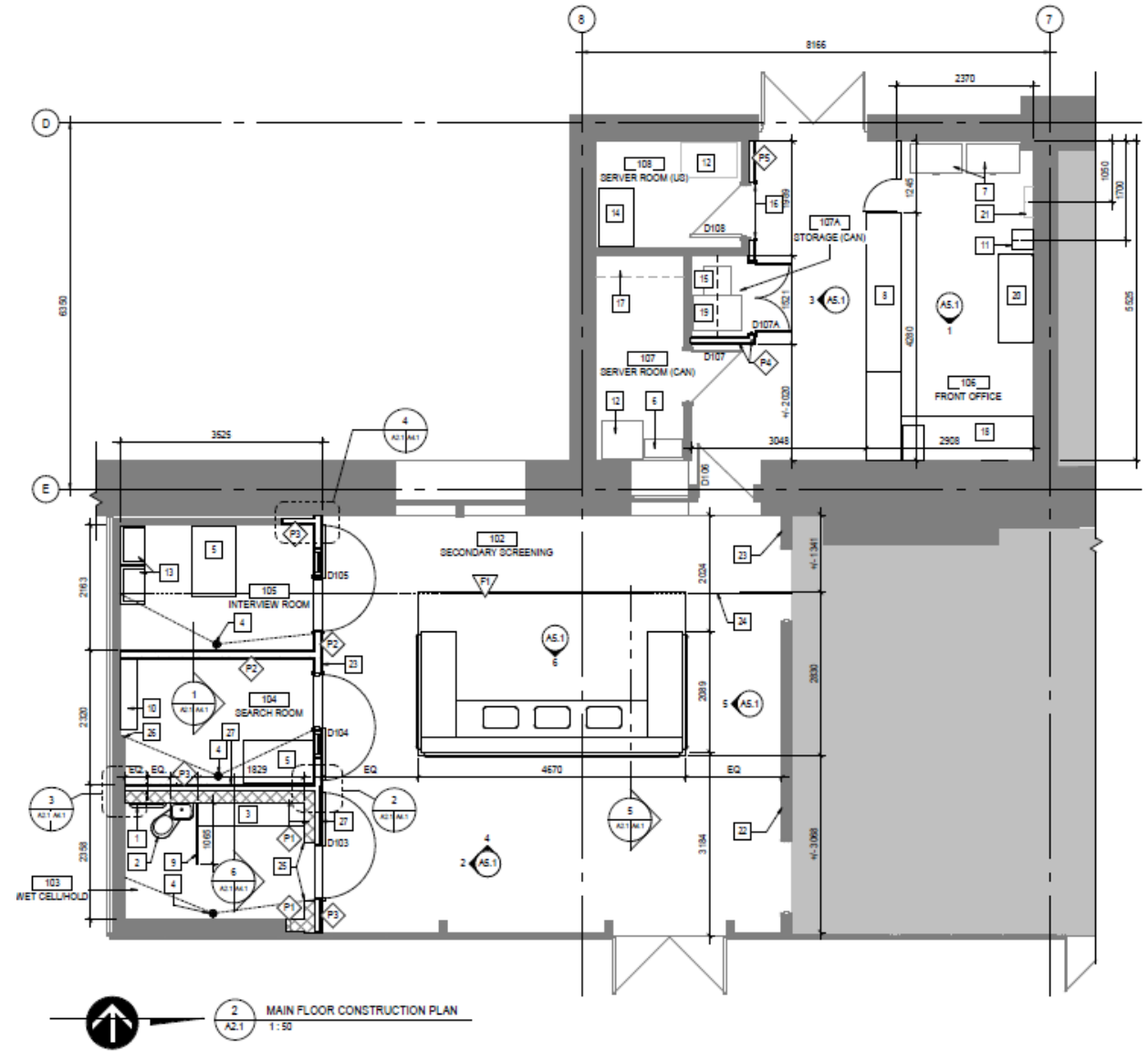
Preclearance Benefits:

- Trip time reduction of southbound trains by 10+ min.
- Eliminates Vancouver Police Dept. (VPD) staffing costs.

Vancouver Preclearance Facility



- Historic VIA Rail Pacific Central Station.
- Construction/remodel within existing operational footprint of USCBP and CBSA.
- No additional impacts to historic station.



Panel Discussion

Ray Lang – *Moderator*

VP, State Supported Services
Amtrak

Mark Paparo

Sr. Director State Supported Services
Amtrak

Jason Biggs

Director of Rail, Freight, and Ports
Washington DOT

Suzanne Carlson

Admin. for Public Transportation Division
Oregon DOT

Martin Young

Deputy Director of Commuter Rail
Sound Transit

Laurence LeFrancois

Strategy Lead
Via Rail Canada



Q&A



Thank You!

