SAIPRC
CORT Annual meeting

Roger Harris
EVP, Chief Marketing and Revenue Officer

Hartford, CT
September 18, 2019
Who am I... 

USA 

Mexico 

U.K. 

Netherlands 

Japan
Who am I…

AEROMEXICO

DELTA

KLM

Chrysler

sun country airlines

Northwest Airlines

GMAC

UATP
Who am I…

FINANCIAL PLANNING  BUSINESS DEVELOPMENT  SALES  MARKETING

PRODUCT DEVELOPMENT  PRICING, REVENUE MGT.  DISTRIBUTION  E-COMMERCE
Why I joined Amtrak

2018:
Record ridership and revenue

- 31.7 million riders
- $3.3B — record revenue
- >95% recovery of operating costs

- Best-ever operating performance
- Strong federal funding
- Break-even by 2020

Amtrak Adjusted Operating Earnings
(FY 2015 – FY 2020)

FY15 FY16 FY17 FY18 FY19 FORECAST FY20 ADP
($306M) ($230M) ($194M) ($171M) ($45M) $0M

We are on track to eliminate our net operating loss by 2020.
Why I joined Amtrak
Why I joined Amtrak
Why I joined Amtrak

• It’s time for rail!
Why I joined Amtrak

Fly Responsibly is KLM’s commitment to taking a leading role in creating a more sustainable future for aviation. With the introduction of Fly Responsibly, we’re making the world aware of our shared responsibility. We can only succeed if we work together, so join us today for a more sustainable tomorrow.
Why states matter

Revenue $MM

- NEC
- State-Supported
- Long Distance

Ridership '000

- NEC
- State-Supported
- Long Distance
Why states matter

- Cascades
- Capital Corridor
- Pacific Surfliner
- San Joaquin
- Missouri River Runner
- Heartland Flyer
- Blue Water, Carl Sandburg, Hiawatha, Hoosier State, Illini, Illinois Zephyr, Lincoln, Pere Marquette, Saluki, Wolverine
- Adirondack, Ethan Allen, Empire Maple Leaf
- Downeaster
- Vermonter
- Keystone
- Virginia Service
- Carolinian
- Piedmont
- Springfield Shuttle
How Amtrak works
How Amtrak works

Roger Harris
Marketing, Revenue and Product

Kerry McKelvey
Marketing

Sheryl Richards
Pricing and RM

Bill Sheridan
Customer Analytics

Product and CX

Joe McHugh
State-supported Service Line

Caroline Decker
Northeast Corridor Service Line

Larry Chestler
Long Distance Service Line
How we work together

- Customer Data
- Results
- Fares
- Demand
- Seasonality
- Markets
- Channels
- Objectives
- Special events
- Future plans
- Political considerations
- Agreed plans
- Feedback process
What Amtrak delivers

• Channel share of 17.5%

• New ability to store credit cards for faster checkout on the fly

• Book using AGR points

• View and edit profile information on the App

• App store rating jumped from 2.8 to 4.6
What Amtrak delivers

• New website and ability to book points on app this year
• 10 million members
• 100k elite members with high program affinity

• Cobrand credit card for heavy and loyal users
• 30% of State Supported customers use another service line every year
What Amtrak delivers

- “Share fares” family and small group product, 20k riders to date
- BOGO offers to drive offpeak traffic
- Business class seat assignment coming on NER
- Upselling
- Proactive campaigns following disruptions

<table>
<thead>
<tr>
<th>Route Labels</th>
<th>Riders</th>
<th>Revenue</th>
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<tbody>
<tr>
<td>5 - Northeast Regional</td>
<td>1,373</td>
<td>$67,454</td>
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<tr>
<td>5 - VA</td>
<td>377</td>
<td>$17,944</td>
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<td>14 - Keystone</td>
<td>347</td>
<td>$13,366</td>
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<td>25 - Empire Builder</td>
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<td>27 - California Zephyr</td>
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<td>45 - Lake Shore Limited</td>
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<td>28 - Southwest Chief</td>
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<td>33 - Sunset Limited</td>
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<tr>
<td>66 - Carolinian</td>
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<td>$150</td>
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</tbody>
</table>

Grand Total: 4,464, Revenue: $215,701
Social Care Highlights

Now providing 24/7 support, our Social Care Team is Amtrak’s frontline for all matters ranging from service alerts to individual inquiries.

- Social team now embedded in CNOC for live updates
- Customers choose how they want to hear from us – Twitter, text, app
- Pre-departure and en-route push notifications in place. Over 18k Twitter alerts and 650k push notifications to date
- Updates will be pushed to station agents and onboard employees in early 2020
- Proactive service recovery in the works