Amtrak® 2015 Sustainability Report

AMTRAK SUSTAINS™
THE FUTURE RIDES WITH US

AMTRAK®

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AMTRAK SUSTAINS℠
THE FUTURE RIDES WITH US

About this report

The Amtrak 2015 Sustainability Report details our company's performance, focusing on environmental, economic and social sustainability efforts. Information and data reflect performance in calendar year 2015, unless otherwise noted as fiscal year 2015 (FY15), which ran from October 1, 2014, through September 30, 2015. For feedback, questions or additional information about this report, please contact AmtrakSustains@amtrak.com.

President's letter—The future rides with us

Since my appointment as President and Chief Executive Officer in 2008, I have witnessed the exciting progress Amtrak has made on our sustainability journey—striving for superior environmental, social, and financial performance. As we help move America where it wants to go, we remain steadfast in our commitment to operate in a way that creates lasting value to our stakeholders. Our core business of rail transport is inherently focused on efficiency, and many of our passengers choose Amtrak because trains are more energy efficient per passenger mile than automobiles or airplanes.

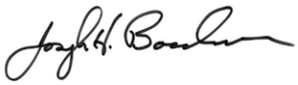
This year marked our fifth consecutive year with ridership of more than 30 million passengers, providing reliable service to more than 500 communities in 46 states. As "America's Railroad®," we remain committed to sustainability, and this means operating in a way that creates lasting value by balancing the needs of today's organization with the needs of future generations. By so doing, we create long-term benefits for passengers and employees, the communities we serve, our state and business partners, and other stakeholders. We work closely with our customers to provide a positive onboard experience, and in 2015, we added many new features to the travel experience. At their suggestion, we expanded Wi-Fi, added pets on trains, and developed additional bike services and ADA-compliant amenities.

The safety and security of our employees and passengers is critical to the viability of our business. We experienced a tragic derailment in Philadelphia in May 2015, and we are constantly working to improve rail safety. We are deeply committed to ensuring that safety and security continue to be company priorities.

Looking forward, we anticipate the demand for rail will continue to grow as our nation recognizes the need for more sustainable transportation. Amtrak's future depends upon Federal infrastructure investments on a larger scale than anything we have yet seen. Amtrak will continue to facilitate discussions with Congressional leaders and state partners to help guide the debate and secure the necessary funding. Collaborative solutions are needed, and we will work with our partners to attain them.

As I near my retirement, I'd like to thank the talented employees of Amtrak, our millions of passengers and all of our stakeholders for your dedication to advancing sustainable transportation in America. We invite you to provide feedback at amtraksustains@amtrak.com.

Sincerely,



Joseph H. Boardman
Amtrak President and CEO

An ACS-64 electric locomotive arrives at Baltimore Penn Station.

About Amtrak®

The National Railroad Passenger Corporation (Amtrak) operates a network of intercity long-distance, shorter commuting-distance and high-speed passenger rail services spanning 46 states. Amtrak provides a sustainable alternative to air and automobile travel across the United States and into three of the Canadian provinces. Nearly 30.9 million riders traveled on Amtrak in FY15, generating more than $2.1 billion in ticket revenue.

Prior to the creation of Amtrak, private passenger railroad companies were operating with millions of dollars in net losses. In 1970, Congress created Amtrak to take control of intercity passenger rail services, and operations began the following year. Amtrak is a federally chartered corporation, operating as a for-profit company, with the federal government as a majority stakeholder. Members of the Amtrak Board of Directors are appointed by the President of the United States and confirmed by the U.S. Senate.

Amtrak owns the majority of the Northeast Corridor (NEC), which connects Washington, Philadelphia, New York and Boston. The NEC is the busiest passenger line in the country, and Amtrak owns and maintains 363 of the 457 miles in this corridor. Amtrak also owns a 60.5-mile track segment from New Haven, Conn., to Springfield, Mass., a 104-mile segment of track in Pennsylvania between Philadelphia and Harrisburg, and a 96-mile segment of track in Michigan and Indiana. Outside the NEC, Amtrak contracts with freight railroads for the use of their tracks and other resources required to operate Amtrak trains. These host railroads are responsible for the condition of their tracks and controlling train movements. Approximately 72 percent of Amtrak train miles are run on tracks owned by other railroads. Amtrak owns the majority of the maintenance and repair facilities for its fleet.

Amtrak is organized into three operating business lines—Northeast Corridor, Long Distance and State Supported. A separate Northeast Corridor Infrastructure and Investment Development (NECIID) business line is focused on long-term planning for the NEC. We manage the business lines in this structure to generate the best organizational outcomes and to carefully utilize our resources such as people, time and funding. Refer to pages 13–15 for more information about our business lines.

Amtrak by the numbers

$2.1 Billion
ticket revenue in FY15

30.9 Million
riders in FY15

20,000+
employees

Serves
46 states
& Washington, D.C.

3
Canadian provinces

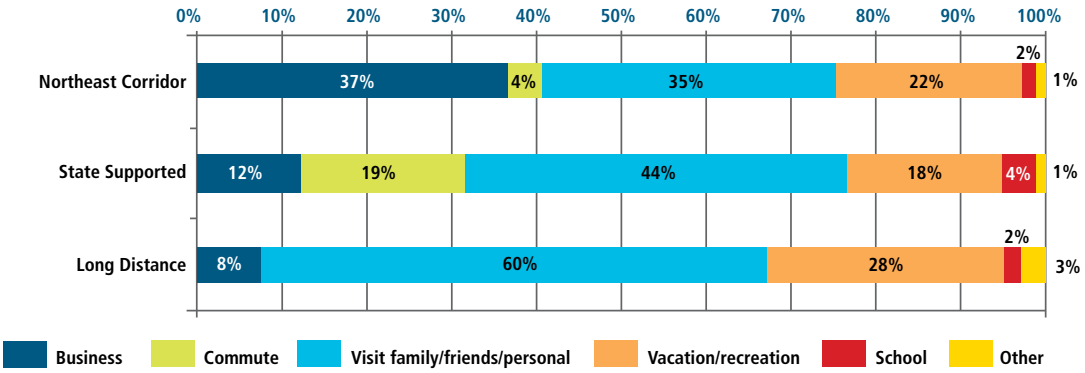
Forbes | 2015
AMERICA'S BEST EMPLOYERS
POWERED BY STATISTA

ECONOMIC AND SOCIAL BENEFITS OF RAIL

The Amtrak national rail network provides Americans in rural, small-town and urban areas with access to the national economy, while also supporting both state and local economies. In key markets such as the NEC, Amtrak strengthens the productivity of the U.S. business sector, supports long-term economic growth in the region and enhances the global competitiveness of our nation. Additionally, Amtrak connects many communities that lack easily accessible forms of public transportation.

Our network serves 40 percent of America's rural population, an important service in an era when many rural communities have lost air and intercity bus service. Our rail corridors all have different demographics, but each serves to connect people to jobs, family, school and recreational activities. The graphic below illustrates the types of trips our customers are taking across our three business lines.

Trip purpose by business line



Across the United States, Amtrak employs more than 20,000 people in 46 states. These jobs and their benefits are less subject to cyclical swings that are seen in many other industries, making them particularly beneficial to local economies. Additionally, only 1 percent of Amtrak procurement dollars are spent on overseas purchases, allowing Amtrak to surpass "Buy America" standards that generally require at least 51 percent of components come from U.S. suppliers.

Amtrak undertakes significant construction activity each year to repair, maintain and replace our infrastructure. Dollars spent on construction support the communities where these activities take place. In FY15, Amtrak was granted $1.39 billion in funding from the federal government, with $250 million for operational support and $1.14 billion for capital investment. In inflation-adjusted terms, the Amtrak appropriation for FY15 was 70 percent less than in 2004. Amtrak spent more than $40.7 million in 2015 on infrastructure renewal and facilities construction work. For every $1 million Amtrak spends on this work, 23 jobs are supported across the U.S. economy. These jobs provide direct construction work and support to Amtrak suppliers, and also allow for the re-spend of wages throughout the economy.

Economic contributions

100,000
jobs through daily operations

$13.5 billion
to the U.S. economy
over a three-year period

$1.7 billion
annually purchased goods and services
supporting additional jobs in manufacturing, service, transportation and other industries

GOVERNANCE AND ETHICS

The Company Operating Team and Enterprise Leadership Team manage Amtrak operations, with oversight from the Board of Directors. The company's leaders come from diverse backgrounds and bring extensive railroad and business experience to govern effectively, grow the company and provide benefits to our stakeholders. The Environment and Sustainability Oversight Committee manages sustainability-specific governance, with leadership from the Chief Legal Officer and Chief Operating Officer and support from general managers and department heads throughout the company.

Operating with the highest expectations for ethics and integrity is ingrained in our corporate culture; all employees are required to abide by the Amtrak Standards of Excellence (Standards). Our Standards set expectations for employee conduct, and include honesty, trust and respect; legal compliance; ethical conduct; and socially and environmentally responsible behavior. Every year, all non-agreement employees are required to sign a certificate of compliance to disclose relationships that may present a conflict of interest with Amtrak business and operations.

These Standards also remind employees of their responsibility to report any actual or suspected misconduct promptly. Amtrak has implemented a non-retaliation policy that prohibits retaliation against an employee for raising a concern and/or reporting actual or suspected misconduct in good faith. There are also multiple avenues through which ethics concerns can be reported confidentially by employees, including through the Amtrak ethics information hotline, Chief Legal Officer and Amtrak Office of the Inspector General.

CORPORATE STRATEGIC PLAN

Strategy is all about deciding where to focus limited resources. In 2011, Amtrak released a corporate strategic plan for FY11 through FY15, kicking off a more rigorous strategic planning process for the organization. The plan was updated in 2013 for FY14 through FY18. The plan articulates our corporate values, leadership philosophy and the direction we want to go. At the plan's core are three key themes: safety and security, customer focus and financial excellence. Our sustainability objectives are integrally linked to these themes and our company vision and mission.

In order to ensure that we execute our strategy successfully, we translated the strategic plan into a strategy map and balanced scorecard to communicate it throughout the organization and measure our progress. The strategy map and balanced scorecard detail specific strategic objectives, along with the key measures used to evaluate the progress against objectives and related initiatives that we pursue to significantly improve performance. As we gain insights on our progress and uncover barriers, we make adjustments to our strategy or our priorities to focus our resources on the activities that will best help us achieve our objectives.

To ensure that the entire company is aligned to the strategic plan, we cascade the strategy to each of the business lines and functional departments. This process involves defining the objectives of the individual department, the measurements used to track these objectives and the portfolio of initiatives that the department will undertake to achieve its objectives. Each group then conducts regular strategy review meetings to assess performance. We were pleased to see the Government Accountability Office acknowledge the progress we have made in strategy management in its January 2016 report, and we look forward to continuing to improve the execution of Amtrak's strategy.

OUR SUSTAINABILITY STORY

Amtrak has embraced sustainability in many areas of our business for years, and we are fortunate that sustainability is intrinsically at the heart of our operations. We strive to operate in a way that creates long-term value by balancing the needs of the organization with the needs of future generations. Our company-wide sustainability policy provides the foundation for incorporating the three pillars of sustainability—environmental, economic and social considerations—into our decision-making processes.

Our focus on sustainability is supported at the highest levels of the organization. President Boardman participated in a panel discussion with other transportation experts at the National Press Club in October 2015 to highlight the nation's growing problem with aging infrastructure and railway congestion, and to discuss the dire need for funding to address this issue. Amtrak has already identified critical updates to ensure long-term sustainability of high-traffic rail hubs in New York City and Chicago, but funding for these solutions is not in place.

Our sustainability policy led us to implement a company-wide sustainability program. The goal of this program is to increase sustainability literacy and integrate sustainable practices throughout our operations in a transparent and measurable way. Each year, we set objectives and targets to guide us toward meaningful improvement. These specific objectives are also linked to our three corporate strategic themes of safety and security, customer focus and financial excellence.

AMTRAK SUSTAINABILITY POLICY HIGHLIGHTS

The Amtrak sustainability policy guides us to:

- Conduct our passenger rail business and operations in a manner that incorporates the three pillars of sustainability into decision-making and risk management processes for all planning, development, operations, maintenance and capital improvements, while supporting the corporate strategic goals, values and leadership philosophy of the company.
- Set continuous improvement targets by which sustainability performance goals will be set and performance of and adherence to the sustainability program will be demonstrated and measured.
- Report publicly on initiatives and accomplishments under the sustainability program.
- Utilize the Environmental and Sustainability Management System (ESMS) as the framework to guide the inclusion of sustainability throughout the organization.

This report represents one of the many ways that we fulfill the objectives of our sustainability policy and corporate-wide sustainability program. Amtrak is committed not only to continual improvement in our operations but also to sharing the company's sustainability successes and challenges with our stakeholders annually. We have been reporting on our environmental performance for several years, and more recently, on our economic and social performance. In 2013, Amtrak produced its first comprehensive, cross-company sustainability report covering a broader range of topics. In the 2014 Sustainability Report, we strived to provide a balance among environmental, social and economic topics based on the Global Reporting Initiative (GRI) G4 guidelines, and this 2015 report continues those efforts. GRI is the de facto sustainability reporting framework used by companies around the world, including other transportation and rail entities. We self-declare this report to be in accordance with the core level of GRI G4 guidance. Our GRI index is available on page 73.

RISK MANAGEMENT AND MATERIALITY ASSESSMENT

Risk management is a key focus area for the company. Our enterprise risk management (ERM) process, introduced in 2013, helps us toward achieving our business objectives while also protecting the interests of our stakeholders. We methodically identify and address risks within each key activity across our business. We do this by conducting a periodic risk assessment to identify our most significant risks and the owners of each. The ranking helps us to prioritize risk management activities. The Amtrak Controls team works with all departments and business lines to identify risks, learn how we currently manage them, and work with area experts and leadership to discover opportunities to improve risk management and control processes.

We organize related documentation in Amtrak's Management Control Framework (MCF), in which we have identified more than 1,500 relevant risks for our business and nearly 2,500 controls that Amtrak employs to manage and mitigate them. Within the first two years of the implementation of our ERM and MCF processes, Amtrak Controls has worked with management to implement more than 300 control improvements. As we begin the third year of our ERM and MCF processes, we leverage lessons learned from previous years to enhance the programs and improve risk management.

Amtrak is committed to continuous improvement of our sustainability reporting processes. To more closely align this report with our enterprise risk management results, as well as the GRI G4 guide-

lines, we conducted a materiality assessment in summer 2015 to identify the aspects that we deem most material. GRI defines "material aspects" as those that reflect the organization's significant economic, environmental and social impacts, or substantively influence the assessments and decisions of stakeholders. We utilized the results of our risk-ranking exercise, as well as the prior years' materiality assessment results, to identify a broad list of potential issues. We then engaged a cross-functional team to rank these issues and identify the most important topics to Amtrak and our stakeholders. Through this process, we identified the following issues as most material to Amtrak:

- Customer service
- Energy
- Funding availability
- Infrastructure protection and resiliency planning
- Next generation service planning
- Operational efficiency
- Passenger safety
- Regulatory compliance
- Security and emergency preparedness
- Worker safety
- Workforce planning, talent acquisition and retention

As these issues were identified as most material, they are covered in detail in this report. We plan to conduct external stakeholder interviews in the future to make our materiality assessment and sustainability reporting processes as comprehensive as possible.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement allows us to communicate with our customers, employees and other groups, and provides us with important feedback to help us improve our business. We value the input of our stakeholders and work diligently to communicate our challenges, solicit feedback and hold meaningful and productive conversations with them. Our external engagement efforts stretch from social media and onboard communications with customers to briefings with Congress and local legislators. Internally, we reach employees through in-person workshops, training sessions, job briefings and a variety of digital communications.

Stakeholder group	Methods of engagement	Example topics of interest	Stories within 2015 Sustainability Report
Passengers	• Amtrak.com • Service in stations and aboard trains • Customer satisfaction surveys • Social media • Amtrak blog and YouTube channel • Media and marketing, such as posters and commercials	• Safety and security • On-time performance • Food and beverage service • Additional services, such as pets on trains, bike service and Wi-Fi	Electronic Customer Satisfaction Index (eCSI)
Employees	• Company intranet • Training sessions • Awards • Digital and print communications, such as newsletters and "tip of the day" emails	• Safety and security • Professional development • Compensation and benefits • Customer service • Company challenges and achievements	President's Service and Safety Awards (PSSAs)
Governments	• Briefings and testimony before Congress • In-person meetings with state and local officials	• Safety and security • Funding and financial performance • Regulatory compliance	FAST Act engagement

Stakeholder group	Methods of engagement	Example topics of interest	Stories within 2015 Sustainability Report
Communities	• Community meetings • Brochures and newsletters • Social media • Videos and trainings	• Safety and security • Service offerings • Environmental impacts	Operation Lifesaver
Partners (states and host railroads)	• Biweekly, monthly or quarterly meetings • Performance reports	• Safety and security • On-time performance • Infrastructure improvements • Funding and financial performance	*Southwest Chief* service engagement

EMPLOYEE VOLUNTEERISM AND COMMUNITY INVOLVEMENT

Earth Day

In celebration of Earth Day 2015, Amtrak employees participated in a clean-up event in Philadelphia organized by the Amtrak Environment and Sustainability group, and co-hosted by We Are Mantua! and The Enterprise Center. Amtrak staff joined members of these organizations from the community to clean debris from vacant lots in the Mantua neighborhood near 30th Street Station. The event removed 4 tons of trash from our neighborhood and demonstrated Amtrak's commitment to being a good neighbor, and we plan to partner with these groups again in the future.

In celebration of Earth Day, Amtrak staff participated in a clean-up event organized by the Environmental team in the Mantua neighborhood near Philadelphia 30th Street Station. Back row, left to right: Kim Carter, Maxwell Toth, Kelsey Gibbons, Jameson Harris*, Joanne Maxwell, Mary Bannan, Danelle Hunter, Beth Termini, Donna Griffin* and Cecilia Kopp. Front row, left to right: Anthony DeDominicis, Christopher Benson*, Laura Fotiou, Aaron Wright*, Jeffrey Keno* and Julius Brown* (*We Are Mantua! Employees)*

EMPLOYEE VOLUNTEERISM AND COMMUNITY INVOLVEMENT (CONT.)

Historic Preservation at Amtrak

The preservation of historic resources is critical to maintaining our railroad heritage. Many Amtrak railroad structures are either listed or eligible for listing in the National Register of Historic Places as they are more than 50 years old. We work to ensure the renovation of historic entities is done in accordance with the National Historic Preservation Act (NHPA) and the National Environmental Policy Act (NEPA). In 2015, the Amtrak Engineering department hired a senior historic preservation specialist to help Amtrak achieve project goals while incorporating historic preservation into construction project plans. This new role will help Amtrak incorporate proper care and maintenance practices and identify sensitive modifications so historic properties can serve rail needs for years to come.

The Amtrak Exhibit Train

The Amtrak Exhibit Train visits communities across the country to provide information on major Amtrak events and achievements covering more than four decades of company history. By displaying artifacts, memorabilia and interactive exhibits, the Amtrak Exhibit Train is able to showcase the advancements in U.S. intercity passenger rail and high-speed rail initiatives. Originally created to celebrate our 40th anniversary in 2011, the Amtrak Exhibit Train allows visitors to take a complimentary, self-guided tour to learn about Amtrak history, operations and future plans. In 45 years of growth and change, the dedication of our employees has ensured a safer, greener and healthier rail service, and a unique customer experience.

Visitors were welcomed to tour the Amtrak Exhibit Train at Denver Union Station.

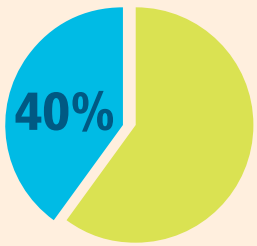
AMTRAK BUSINESS LINE OVERVIEW: LONG DISTANCE

Amtrak operates 15 long-distance trains on a national network of routes ranging in length from 764 to 2,438 miles. These trains provide service at nearly half of the stations in the Amtrak system and are the only Amtrak trains in 23 of the 46 states in the network. In FY15, all long-distance routes combined carried 4.5 million passengers.

Long Distance by the numbers

23% of total Amtrak revenue

4.5 Million passengers in FY15



of America's rural population served

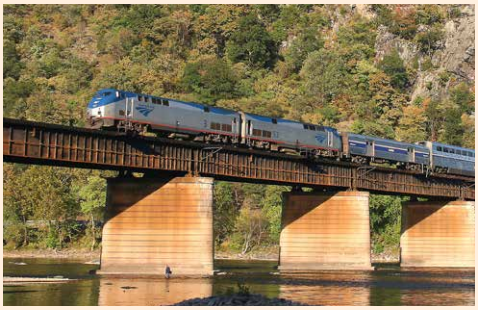
15 long-distance train routes

15% total Amtrak ridership

Unique challenge and opportunity

Amtrak's long-distance routes are the backbone of our national system. They connect the nation's major regions, provide a foundation of intercity passenger rail service, and preserve intercity mobility for underserved communities and populations. These trains are heavily patronized, and increasingly important to the communities and people along their routes that have been losing bus and air services. Since 1998, Long Distance ridership has grown by approximately 20 percent, without the introduction of any new services, frequencies or equipment.

2015 highlight story



Almost half of Amtrak's long-distance routes originate in Chicago. We made significant progress on a variety of initiatives in the Chicago area during 2015 to improve on-time performance and customer service for our passengers. In one initiative, we moved specific locomotive maintenance operations from the Beech Grove, Ind. location to our Chicago yard. During 2015, Amtrak employees in the Chicago yard performed 65 locomotive repairs, making it more efficient to get the locomotives back on the tracks without transit time to and from Beech Grove. We also shifted planned maintenance work for cars from our Brighton Park facility to the Chicago yard; this closer proximity to Chicago Union Station reduced the number of days cars were out of service by two days. We continue to upgrade equipment and right-size for demand, allowing us to save operational costs. Our efficiency improvements continue to provide value to our business and improve on-time performance and customer satisfaction on our long-distance routes.

AMTRAK BUSINESS LINE OVERVIEW: NORTHEAST CORRIDOR

The NEC is one of the busiest, most complex and economically vital transportation systems in the world. Owned primarily by Amtrak, the NEC runs from Boston through New York City, Philadelphia, and Baltimore to Washington, D.C. The NEC business line operates Amtrak's high-speed *Acela Express* and *Northeast Regional* services. Additionally, the NEC business line supports the operation of state-supported, long-distance and several commuter services that travel over or connect to segments of the NEC. Between Amtrak, commuter and freight train services, more than 2,100 passenger trains and 60 freight trains operate on some portion of the NEC every day.

Northeast Corridor service by the numbers

11.7 Million
passengers in FY15

Washington, D.C. | Philadelphia, Pa.
New York City, N.Y. | Boston, Mass.

79%
of the main line is owned and maintained by Amtrak

8 commuter rail services operate on the NEC

750,000
trips taken on the NEC daily

Unique challenge and opportunity

The NEC continues to enjoy strong demand for its services, which for some timeslots exceed the available capacity. As a result, the NEC business line continues to look for ways to maximize existing capacity by optimizing use of the current infrastructure in the short term and acquiring new high-speed trainsets in the medium term. While Amtrak's operations in the NEC generate an operating surplus, the capital investment deficit is most profound in the NEC, where many of the major infrastructure assets are at the end of their useful lives and in need of immediate replacement. The company has been proactive and done significant planning to advance the Gateway Program, a plan for doubling capacity from New Jersey to New York under the Hudson River. But federal leadership and investment is necessary to avert the continuing deterioration of the NEC and execute projects—through a combined commitment of the federal government, states and Amtrak—that are critical to the American people and economy.

2015 highlight story

The NEC is unique within our system, as it is a fully electrified corridor. The electric locomotives that we use for our *Northeast Regional* service are energy efficient. In 2015, we introduced 33 new ACS-64 electric locomotives into service on the NEC, bringing the total count to 58 out of the 70 total locomotives that will eventually serve the corridor. Not only do these locomotives provide an environmental benefit, but they are also reducing operational costs through their reliability and availability compared to the older locomotives.

Our on-time performance on the NEC has improved over the past year due to drastically reduced mechanical failures. Compared with the legacy fleet in 2013, the new locomotives have reduced delay incidents by 19 percent and minutes of delay by 23 percent. We also continue to improve communication among the various departments along the NEC to ensure equipment availability is optimal.

BUSINESS LINE OVERVIEW: STATE SUPPORTED

Amtrak's State Supported business line operates over a 6,000-mile route system and serves 23 states, primarily in the Northeast, Midwest and along the Pacific Coast regions of the United States. Amtrak receives funding from 21 states and other entities for financial support of 29 short-distance routes that span less than 750 miles each. These routes operate with a mixture of Amtrak- and state-owned equipment and carried nearly 14.7 million passengers in FY15.

State Supported by the numbers

14.7 Million passengers in FY15

21 partners & agreements

5 state-supported routes with **1 Million +** passengers in FY15

29 routes — lengths up to — **704** miles

Unique challenge and opportunity

Section 209 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) required Amtrak and affected states to jointly develop a cost-sharing methodology that would apply to all Amtrak routes of less than 750 miles outside of the NEC. Today, Amtrak and the affected states and agencies continue to work together to manage and develop the diverse services on this business line. The presence of state and local partners helps Amtrak keep connected with the local markets served by the trains and broadens the funding base for the service, but also creates risks due to the requirement for state partners to obtain funding, often on an annual basis, and often without a dedicated state funding source. To alleviate some of these risks and help the business lines run more smoothly, Amtrak and the state partners created the State-Amtrak Intercity Passenger Rail Committee which meets in person quarterly to discuss and address issues of importance to the business.

2015 highlight story

Critical to our success along state-supported routes is our engagement and collaboration with partner states and other stakeholders. For our *Cascades* service in the Pacific Northwest, Amtrak representatives hold a biweekly meeting with representatives from the states of Oregon and Washington, host railroads BNSF and Union Pacific, and Sound Transit, the Seattle-area regional transit system, to discuss on-time performance along the route. Discussions around types of delays and responsible parties allow all of the key stakeholders in the corridor to identify challenges and opportunities and collaborate on how to improve service. Similarly, our staff in the Pacific Northwest regularly engages with state partners on other issues critical to customer satisfaction, such as food service, station amenities and onboard Wi-Fi service.

With an emphasis on prevention, EMCS provides training for first responders and Amtrak employees. Photo by Gary Hearn.

Safety and security

As the first of our three corporate strategic themes, safety and security are always the central focus at Amtrak. We have a fundamental responsibility to maintain a safe and secure environment, and to ensure that effective safety and security analyses underpin all of our decision making. Safety is everyone's responsibility, and we recognize the dedicated men and women of Amtrak who work hard to maintain a safe and secure railroad and who look out for their coworkers and customers every day. The Amtrak safety structure—our System Safety department, Amtrak Police Department and Emergency Management and Corporate Security group—supports a high level of employee engagement and ensures those closest to the risks have the most say in how to control and mitigate them.

We encourage passengers to have safety in mind and if they "see something, say something." We play safety and security videos in many of our stations to spread awareness and help passengers learn to identify and react appropriately to suspicious activities. Our goal is a strategy that engages our employees and the public as partners with us in an ongoing campaign to encourage safe behavior. In addition to always striving to keep employees and passengers safe, we work to extend this focus on safety to the public who live, work or travel near our rights-of-way and other Amtrak property.

AMTRAK SAFETY STRATEGY

The System Safety department at Amtrak implemented a strategy that helps set the standard for safety and security in the transportation industry and reasonably strives to ensure that passengers and employees go home injury-free every day. Elements of this strategy include:

Accident/incident notification, investigation and reporting. This process identifies and addresses behaviors and conditions that may have led to or contributed to an incident, and identifies opportunities to improve our safety management processes.

Change management. This project focuses on developing a process to proactively identify and manage the safety impacts associated with changes on the Amtrak system.

Data analysis. The System Safety department provides centralized data analysis, up-to-date reports and dashboards for company stakeholders. Safety data is incorporated into a larger database, the enterprise data warehouse, which allows safety incident data and metrics to be analyzed and incorporated into reports along with other pertinent data.

Operating rule violations (ORVs). Operating rules were designed to assist in keeping all of our stakeholders safe. Our goal was to reduce ORVs from last year's number, and Amtrak was successful in meeting this goal in FY15.

EMPLOYEE SAFETY

Amtrak has adopted a systems approach to safety, with the aim of deeply embedding safety in how we make decisions and in how we behave. We created our System Safety department in 2013 to institutionalize this approach, which addresses four main elements within the Amtrak system:

- People;
- Policies and procedures;
- Equipment and facilities; and
- The operating environment.

Our system safety approach addresses all four elements of the system to identify and verify potential risks, and reduce them to the lowest level reasonably possible.

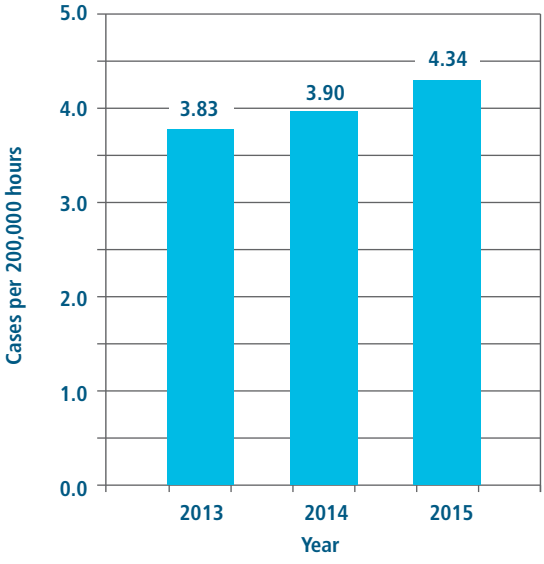
Over the past several years, improvements in behavior-based safety (BBS) progressed to a point where we began to apply these safety principles to the unique needs of rail passenger transportation. We have integrated the overall BBS process under the System Safety department and taken a proactive approach, working with the business lines and support services to achieve greater accountability and effectiveness.

Safety performance

As part of our BBS program, we are firmly committed to a safety process that invites all employees to participate in safety matters. Amtrak strives to help every employee become a better safety advocate and stronger safety leader. The BBS program complements our existing safety programs by providing training and coaching as well as fostering greater accountability among supervisors and broader employee engagement through peer-to-peer feedback. In 2015, Safe-2-Safer observers identified more than 5,400 barriers to performing safely in the workplace. Employees worked hard to safely remove or address more than 4,400 of these barriers and continue to address those remaining.

In 2014, Amtrak began focusing on events with the potential to be a serious injury or fatality (SIF). Incidents that have the potential of being a SIF are grouped into different hazard categories or

Number of reported employee injury cases



Source: FRA

"gates." At the end of 2015, the company began to perform root cause analyses (RCA) on any incident that results in meeting the SIF criteria defined within the hazard gates. RCA training is provided to the field safety professionals and is a collaborative process with the System Safety, Operations and Law departments. The goal is to eliminate the potential for fatal risks within our work areas.

In 2015, we recorded 83 total events that met the SIF criteria, with one employee fatality. This represents a decrease of 19 percent in the SIF rate from the previous year. In 2015, Amtrak reported 4.34 injuries per 200,000 hours worked. This represents an increase of 11 percent from the previous year.

While Amtrak does not find any incident involving an SIF or ORV acceptable, we have rigorous safety objectives for FY16 that include reducing incidents involving SIF by 15 percent from the four-year average. We are also striving for no more than 90 ORVs and to reduce strains and sprains by 15 percent. As a part of these initiatives, we have refined our System Safety Analytics Dashboard to report on our progress, and we continue to use a Safety Rule of the Day calendar in job safety briefings. Training continues to be one of the most important tools we have to achieve injury reduction and a safer railroad.

Safety training

To ensure safety is embedded in our company culture, we provide numerous safety training opportunities and are continuously implementing ways to improve our safety performance. When new employees join the Amtrak team, they are required to attend safety training as part of the onboarding process. We also require employees to attend annual refresher training and other new sessions as needed.

SafeAlign

In 2009, we developed SafeAlign, a training program for managers and supervisors to improve their skills and to build improvement in Amtrak safety culture. Under this program, Amtrak offers two interactive workshops that teach five fundamental skills:

1. Foundations (understanding exposure, culture and leadership)
2. Feedback and Recognition (learning to use an effective feedback model)
3. Credibility (learning trust-building behaviors)
4. Accountability (setting expectations, monitoring and giving feedback)
5. Effective safety interactions (studying the specific communication method that improves relationships and identifies and reduces exposure)

Since the inception of this program, more than 3,000 managers and supervisors have participated in SafeAlign workshops. SafeAlign classes will continue to be offered for non-agreement employees, and the BBS process will continue for agreement-covered employees to strengthen employee engagement and peer leadership.

MoveSMART®

In 2015, Amtrak continued the MoveSMART® program, which teaches employees techniques and strategies that can help reduce the frequency and severity of injuries due to work involving pushing, pulling, lifting and repetitive motion tasks. The program aims to increase useable strength, improve balance and control, increase body awareness and enhance judgment to reduce the frequency and severity of injuries. The techniques learned will help instill safe behaviors for employees at work and at home. In FY15, approximately 3,100 employees were trained in MoveSMART techniques.

Organizational Culture Diagnostic Instrument

Amtrak strives to create a culture focused on reducing risk and preventing accidents and injuries. To support these efforts, the System Safety department administered the fourth Organizational Culture Diagnostic Instrument (OCDI) to all employees in October 2015. This survey represented an opportunity for employees to provide feedback on our organizational culture as it relates to safety, leadership and engagement, while measuring the progress Amtrak is making to continuously improve our safety culture.

In 2015, more than 9,200 employees responded to the anonymous OCDI survey. Employees could provide their input in one of two ways: a paper survey available at certain locations or an electronic form available on the Amtrak Intranet. Employee responses are helping us develop next steps in the process of strengthening the culture and safety climate in our organization. The results are being used to continue moving toward an environment that will result in reduced risk, exposure and injuries.

PASSENGER SAFETY

The safety and security efforts of Amtrak employees serve the ultimate goal of having each passenger who rides with us arrive at his or her destination safely. In 2015, the System Safety department created a passenger safety position, which focuses on reducing passenger injuries system-wide, across the full passenger travel experience. While the primary focus is on Amtrak passengers, it also extends to many others who have direct and indirect involvement with passengers, including onboard crews and station management. Passenger safety initiatives include:

- Station-specific safety plans
- Emergency egress/response preparedness and training
- Federal Railroad Administration, state agency and passenger advocacy group involvement
- Enhanced audio and video safety messaging in stations, on platforms and on-board
- Station and platform condition assessments
- Onboard service crew training
- Passenger injury investigations
- Local passenger safety task force development

Currently, a primary passenger safety focus has been the development and implementation of site-specific safety plans for major stations. For example, at Washington Union Station, the safety plan implements 15 separate initiatives to reduce passenger injuries in the station, including Gate Agent involvement, improved usher processes, improved safety signage, and announcements using the passenger information display systems (PIDS). Site-specific safety plans are scheduled to continue to be developed for additional stations in the near future. For additional information on PIDS, see page 34.

In 2015, the Amtrak Police Department (APD) continued the "Txt-a-Tip" program, a method for passengers and employees to report suspicious activity, crime or emergencies via SMS text messaging.

Derailments

On May 12, 2015, Train #188 traveling from Washington, D.C. to New York City derailed in the area of Frankford Junction. The incident response and system restoration efforts included local first response organizations and many Amtrak departments and members of Amtrak's Incident Response

Team. Amtrak is working to implement the National Transportation Safety Board (NTSB) recommendations associated with the incident including completing the installation of positive train control (PTC) throughout the Amtrak-owned portions of the Northeast Corridor and installing inward facing audio and video recording devices in Amtrak-owned locomotives.

On October 5, 2015, Amtrak Train #55 (*The Vermonter*) collided with a rock slide that occurred on the New England Central Railroad in Northfield, Vt. The collision resulted in the derailment of the train's locomotive and all five cars, with the derailed locomotive coming to rest at the bottom of a steep embankment between the railroad and a nearby stream.

POSITIVE TRAIN CONTROL UPDATE

The company's PTC system is now operational from New Haven, Conn. to Boston, Mass., and between Washington, D.C. and New Rochelle, N.Y., except for some low-speed track in terminal areas. PTC is a system that combines modern computer technology, wireless radio and computers to monitor trains and prevent them from colliding, derailing or speeding. Specifically, PTC systems, as mandated by Congress in the Rail Safety Improvement Act of 2008, are required to reliably and functionally prevent train-to-train collisions, derailments caused by excessive speed, unauthorized incursions by trains onto sections of track where maintenance activities are taking place, and the movement of a train through a track switch left in the wrong position. Amtrak currently has PTC in service on the Amtrak-owned and maintained segments of the NEC, the Philadelphia to Harrisburg Keystone Line, in Indiana, and on the Amtrak-owned Michigan line.

SECURITY AND EMERGENCY PREPAREDNESS

Amtrak is part of the nation's ground-based rail transportation system, connecting approximately 21,300 route miles in 46 states, the District of Columbia and three Canadian provinces. Unlike airlines with single points of staffed access, Amtrak operates more than 300 trains a day that have multiple points of access, and shares facilities with commuter rail operations and city transit systems. This open system presents a unique set of challenges related to safety and security. Amtrak strives to deliver a high-quality passenger service that upholds our commitment to safety and security.

Emergency management and corporate security

Amtrak has plans in place to swiftly and effectively respond to a wide range of natural, man-made and technological security threats through planning, public awareness, training and exercise activities while improving our internal response to emergency situations. The Emergency Management and Corporate Security (EMCS) department is responsible for identifying and managing potential risks to passengers, employees and infrastructure. Amtrak conducts site-specific assessments to evaluate the overall security status of individual stations, identify potential vulnerabilities and improve internal responses to emergency situations. In 2015, we completed assessments at 23 of our stations, maintenance facilities, tunnels and bridges; this data helps inform Amtrak's enterprise-wide triennial risk assessment as well. We also have regional emergency managers stationed throughout 11 regions across our network. Our field staff builds relationships with local, state and federal response organizations, conducts training for first responders and supports regional events and rail incident responses.

Security awareness, training and exercises

In 2015, the EMCS security training and exercises program conducted a tabletop exercise series that tested facility emergency plans and continuity of operations plans at Amtrak locations in Chicago; Los Angeles; Miami; New Orleans; New York City; Oakland; Philadelphia; Seattle; and Washington, D.C. These exercises validated existing plans and identified opportunities for improvement. These four-hour sessions included a 30-minute facility emergency plan overview followed by a discussion-based exercise. The exercise allowed Amtrak employees and external stakeholders an opportunity to review the plans and discuss their respective roles and responsibilities, immediate actions and key decision points throughout an emergency.

In addition to training and exercises, Amtrak's security awareness program informs and educates customers, employees and other stakeholders about security information and protocols. These groups play a vital role in keeping America's railroad safe and secure by alerting Amtrak staff, the Amtrak Police Department and security personnel of suspicious activity and following actions laid out in security and preparedness messaging.

Through the security awareness program, we have released a combination of print and digital campaigns throughout Amtrak stations, facilities, crew base quarters, offices, trains, and at offsite conferences and preparedness events. In addition, eight security awareness videos are shown on monitors placed at stations throughout the rail network and on Amtrak's YouTube channel. At year-end 2015, there were 55 monitor systems in 22 Amtrak stations, eight of which were installed during the year.

Emergency response training

Amtrak enhances safety along its rails through the Passenger Train Emergency Response (PTER) program. The PTER program, led by the EMCS department, conducts classroom and hands-on training for emergency response agencies, including law enforcement, fire departments, emergency medical technicians, 911 dispatchers, emergency managers and public works employees. In 2015, the EMCS regional emergency managers trained more than 5,000 first responders in the U.S. and Canada.

In 2015, Amtrak collaborated with Virginia Railway Express (VRE), first responders and volunteer passengers to conduct a simulated incident in the First Street Tunnel at Washington Union Station. The exercise was designed to examine current procedures and responses, and assess implementation of the incident command system across multiple agencies in the event of an actual emergency.

Amtrak Ambassador program

EMCS launched the Amtrak Ambassador program in 2015, a voluntary safety program open to all employees. The program is designed to train a team of employees to be prepared to offer assis-

tance to customers at stations during planned and unplanned events that could cause overcrowding conditions. Additionally, Ambassadors are trained to report safety concerns or suspicious activities in stations and assist Amtrak authorities where needed if a large incident occurs. In 2015, 104 Ambassadors were trained through the program.

ENGAGEMENT WITH PARTNERS AT CANADIAN STATIONS

In 2015, EMCS and Amtrak Police worked with several of our partners in Canada, including VIA Rail, Customs and Border Protection and Canadian railroads to assess the operational efficiency and emergency preparedness of Canadian rail systems. Specifically, Amtrak conducted three vulnerability assessments at sites in Vancouver, Toronto and Montreal. During the process, Amtrak strengthened relationships with VIA Rail and Transport Canada, which will help improve collaboration with partner stations.

Amtrak Police Department

The Amtrak Police Department (APD) is a national police force committed to protecting the passengers, employees and stakeholders of Amtrak. We employ approximately 500 sworn and civilian personnel at more than 30 locations in 46 states to conduct a range of behind-the-scenes and front-line security measures to ensure the safety and security of Amtrak employees, passengers and infrastructure. APD's mission is to safeguard Amtrak employees, passengers, patrons and infrastructure through partnerships and best practices while displaying respect and pride.

Patrol officers fulfill traditional policing functions to protect passengers and employees, while also assisting persons in need, enforcing laws and regulations, and ensuring a safe environment. Our officers receive ongoing training to ensure they are effective in their duties. We conduct training sessions on a regular basis, both in person and online, on topics such as active shooter training and tactical, onboard environment training.

The Special Operations Unit is an operational unit with squads in Washington, D.C., Philadelphia, New York City and Los Angeles that conducts baggage screening operations, counter surveillance operations, site security, intensified right-of-way patrol, dignitary protection, rapid response to hostage/barricade, active shooter situations, and provides specialized training to APD and external law enforcement agencies.

The Amtrak K-9 Explosives Detection Teams are strategically deployed at stations throughout the system and are involved in up to 1,000 train trips a month. The program involves more than 50 dog-handler teams, with one-third of those specially trained with "vapor wake" capabilities that can detect the presence of fumes left after someone passes through with an explosive device. Amtrak is a leader in this field and currently has the most K-9 units in the railroad industry with vapor wake capabilities.

The APD also works closely with the Transportation Security Administration (TSA) and other federal, state and local law enforcement agencies across the country. We collaborate with our counterparts across the globe in sharing best practices and other vital information. We also focus on community safety by having APD community resource officers attend local events and spread safety tips to communities and schools on a regular basis.

APD officers deliver active shooter threat response training to Amtrak employees, vendors and patrons across the country. The training reinforces the "run, hide, fight" concept of active shooter threat response to assist in protecting employees in the event of this type of scenario.

Operation RAILSAFE was developed in partnership by the Amtrak Police Department, New York City Police Department and the TSA. Officers from these organizations and law enforcement agencies deploy at passenger rail and transit stations and along the right-of-ways to exercise counterterrorism and incident response capabilities. This coordinated effort involves activities such as heightened station and right-of-way patrols, increased security presence onboard trains, explosives detection canine sweeps, random passenger bag inspections, and countersurveillance. The Operation RAILSAFE training program strengthens coordination and integration between Amtrak Police partners and improves the safety and security of passengers, employees and infrastructure from acts of terrorism.

For additional information on APD initiatives, see the Amtrak 2015 Annual Police Report.

PREPARING FOR THE PAPAL VISIT

In September 2015, more than 2 million people visited Philadelphia, New York City and Washington, D.C. for Pope Francis' first visit to the United States. Amtrak leadership in Operations, Communications, APD and EMCS collaborated for several months to prepare for the event. The Papal visit was the largest National Special Security Event in history, and security for the event was under the direction of the United States Secret Service. Starting in May, numerous planning meetings and event activities strengthened communications and interpersonal relationships with internal and external partner agencies. APD Papal deployment missions were conducted to ensure a safe and secure environment for passengers using Amtrak's Northeast Corridor before, during and after the Papal events.

During the Papal visit, the Amtrak Police Department began using the Virtual Command Center (VCC) to coordinate information internally and with external agencies. The VCC is a real-time, collaborative tool that facilitates shared situational awareness and event management. The VCC fosters single and multi-agency collaboration; allows users to share and report incidents; necessary intelligence resources such as suspect profiles, maps and floor plans, and event schedules. APD had more than 1,200 users from 61 different agencies monitoring the VCC and relaying information to their respective agencies during Papal events.

We created a strategic operating plan that involved extra trains and additional operating capacity. Additionally, Amtrak employees planned and met with key leadership personnel in several external agencies, including the Delaware River Port Authority, Federal Air Marshal Service, Federal Bureau of Investigation, Federal Emergency Management Agency, New Jersey Transit Police Department, Pennsylvania National Guard, TSA and U.S. Secret Service. In addition to having APD at key NEC stations, Amtrak Ambassadors were deployed across a number of our stations to help guarantee the safety of our passengers and to help with crowd control.

The new walk-on bike service program was one of several initiatives Amtrak launched this year. Pictured are C&O Canal passengers placing their bikes on the Capital Limited *train at Harpers Ferry, W.Va.*

Customer focus

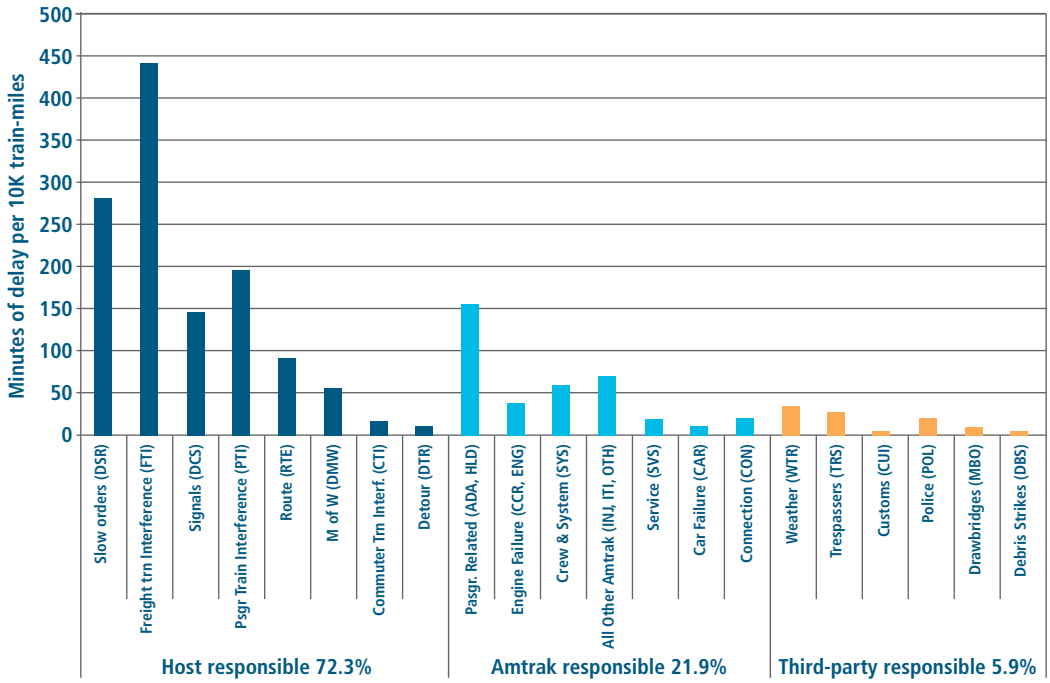
Our customers want high-quality rail service that is safe, dependable and memorable. We work hard to meet these expectations consistently. Delivering a superior customer experience is paramount at Amtrak and a critical component of our long-term success. Amtrak has built a comprehensive and multi-dimensional framework that constantly redefines, enhances and positively transforms our culture to maintain focus on positive customer experience. We strive to continuously develop new travel industry standards that will result in passengers enjoying a superior experience that encourages them to travel with us again and share positive feedback with others. By enhancing services offered to our customers when aboard our trains, such as Wi-Fi, pets on trains, additional bike services and amenities compliant with the Americans with Disabilities Act (ADA), we create experiences that customers value and want to enjoy again and again.

RELIABILITY OF SERVICE

On-time, reliable performance is essential to providing a positive customer experience; however trains may run late or be required to stop for a variety of different reasons, causing frustrating delays. In cases where Amtrak runs on freight or commuter tracks, delays are often caused by the host railroads. In FY15, only 22 percent of delays to Amtrak trains were due to circumstances under Amtrak's control.

Delays to Amtrak trains by type of delay and responsible party in FY15

(Major hosts only — BNSF, CN, CP, CSX, NS, UP)

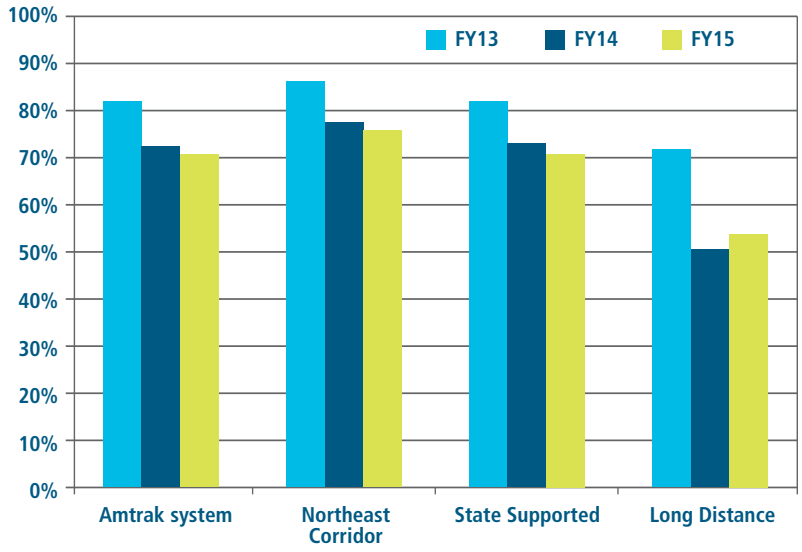


We continue to engage with host railroads and federal regulators to find solutions to minimize delays outside of our direct control. We are working to make our system more secure and resilient so delays due to weather or trespassers, for instance, can have a reduced impact. On our website, we offer information regarding the on-time performance of every route for the most current month and for the entire last year. We offer this information as an opportunity to assist travelers when planning their trips and allow passengers to view our on-time performance.

We strive to be transparent and provide accurate communication when trains are running late so our customers can plan accordingly. To keep customers informed, we work to frequently communicate delays when they occur. When a train stops at an unexpected time, we encourage the conductor to make an announcement within 30 seconds of the stop to explain what the issue is and when the train will resume operation.

Amtrak has launched a number of internal projects to improve on-time performance and reduce initial terminal delay throughout our system. For example, we work to pre-board passengers 20 to 30 minutes prior to departure to help keep our trains on schedule. In FY15, our endpoint on-time performance across our system was 71 percent, a decrease of 1 percent from FY14. In 2015, Amtrak on-time performance was challenged by infrastructure maintenance projects, severe weather events and emergency response activities. While we acknowledge on-time performance continues to be a challenge, we are working with our stakeholders and a wide range of departments within Amtrak to find appropriate, sustainable solutions.

Amtrak endpoint on-time performance



We understand that poor on-time performance can result in customer dissatisfaction and increased operating costs. As part of our commitment to improving reliability, we must be at the forefront of discussions about national infrastructure investments. Amtrak and our freight and commuter partners are working together to identify funding for the maintenance, modernization and replacement of critical rail infrastructure. We also seek to partner with our elected leaders, federal and state governments, stakeholders and community members to make infrastructure improvements a top priority. In 2015, Amtrak launched the #TimeToBuild campaign to raise awareness of the critical need for rail infrastructure investment on the NEC.

CHICAGO BLUE RIBBON PANEL

Chicago Union Station is the most heavily used freight rail transfer point in the world, handling approximately one-third of all American freight rail traffic. It is also the fourth-busiest passenger station in the Amtrak network and a hub for our national system routes. In 2015, these long-distance trains arrived on time at their terminals less than 60 percent of the time. In response to poor on-time performance results, Amtrak established the Chicago Gateway Blue Ribbon Panel, consisting of rail and transportation leaders, to identify infrastructure and operational improvements in the Chicago rail network. The panel has met with nearly 100 stakeholders and subject matter experts to prioritize capital investment opportunities that would alleviate rail traffic gridlock in the Chicago area.

The panel published its findings in the 2015 Chicago Gateway Blue Ribbon Panel report. The report shows the Chicago congestion problem creates an economic vulnerability of up to $799 billion every year, impacting six key industries constituting 85 percent of U.S. domestic product. The high-level recommendations include co-located dispatchers, improved operating practices and a series of investments aimed to alleviate congestion in the Chicago Amtrak network.

To see the full report, please visit Amtrak.com/chicagogateway.

PROVIDING QUALITY SERVICE

Since Amtrak operates in an expansive system with multiple state, commercial and commuter rail partners, we face a unique set of challenges related to providing consistent, high-quality service to our customers. To help measure and improve customer service, we actively track the following metrics: customer praise-to-complaint ratio, customer and partner satisfaction indices, and ridership. To achieve our customer service goal, we are working to further develop a culture aligned around meeting and exceeding customers' needs and expectations.

Amtrak Customer Experience Model

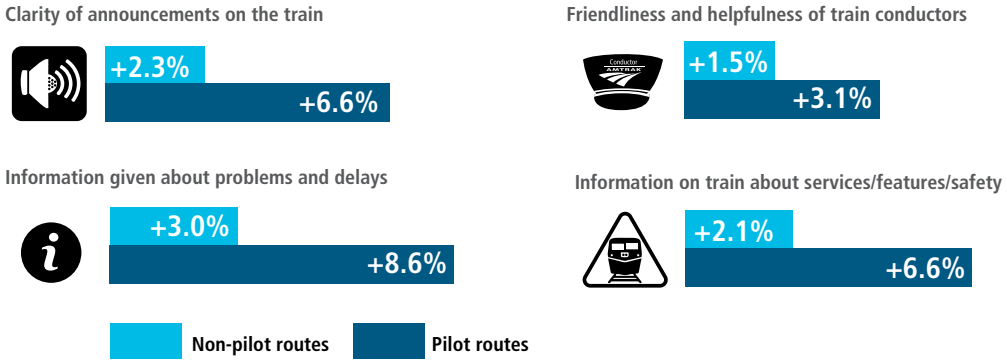
The Amtrak Customer Experience (ACE) model was introduced early in 2015 to formally define Amtrak's expectations to provide all of our customers with a superior experience. Amtrak employees are introduced to the model through four days of interactive education centered on the model's four key concepts listed below. Workshop participants discuss and apply these concepts to their individual Amtrak roles—learning their responsibility and the responsibility of others to contribute to our customers' superior experience.

- **Amtrak values**—describes the beliefs we hold and the culture we create to serve our customers.
- **Customer knowledge**—concentrates on the ways we can better understand our customers and use that knowledge to serve them better.
- **One Amtrak team**—details how we can work more effectively across and within departments to ensure that we provide a seamless experience for our customers.
- **Ownership**—recognizes the ways that all of us are accountable and responsible for the experiences our customers have with us.

The Amtrak Customer Experience education curriculum is unique because it is designed with the premise that, if employees do not directly interface with customers, they most likely work with individuals who do. Therefore, our commitment to customer focus requires that every Amtrak employee will participate in the ACE education curriculum within the next four years. The first workshop is a two-day in-person overview, followed by two, one-day sessions to influence maximum engagement and retention. In 2015, Amtrak piloted ACE on four routes with approximately 1,550 employees attending the training program, representing approximately 85 percent of our employees on these routes.

ACE workshops are positively influencing electronic Customer Satisfaction Index (eCSI) scores and the attitudes and behaviors of Operations employees. In a period-over-period comparison, overall eCSI is up 3.1 percent on non-pilot routes and up 9 percent on pilot routes since the first workshop pilot in 2015. The graphic below shows specific aspects of service that passengers ranked more favorably on routes where ACE was piloted in 2015, compared with scores prior to the implementation of ACE, as measured by eCSI scores.

Specific service-related attributes demonstrating improvement

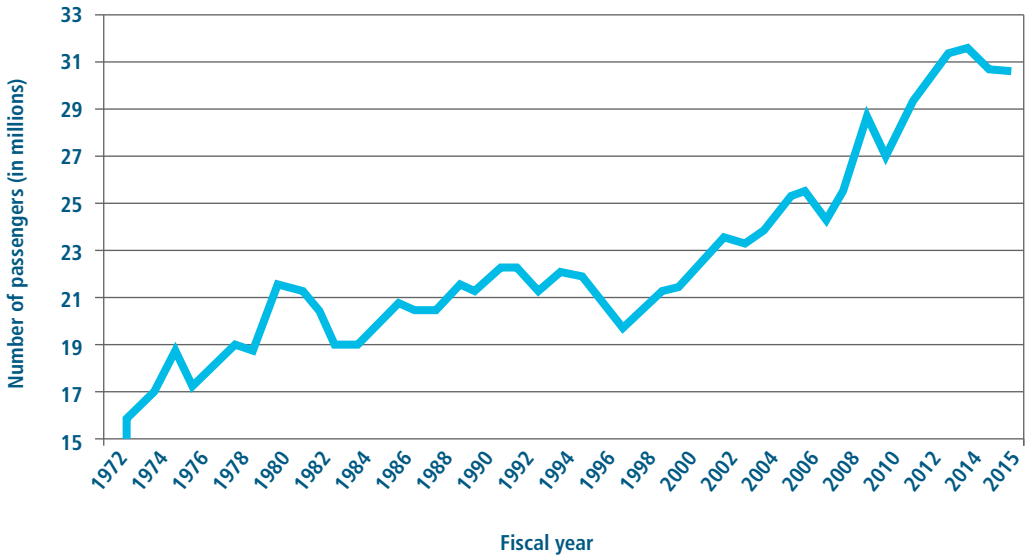


Ridership

Amtrak ridership remained steady in 2015, as seen in the chart on the next page. Our total ridership was 30.9 million, a slight decrease from the previous year. The decrease was primarily attributed to service disruptions, significant weather events and lower gas prices. Despite these challenges, 2015 marked our fifth consecutive year with ridership of more than 30 million passengers. Along the NEC in 2015, ridership reached an all-time high of nearly 12 million passengers.

We also continued our work in 2015 to bring free Wi-Fi service to more of our routes. We recognize the importance of this service to our passengers, and in 2015, we added Wi-Fi capability to our *Auto Train*. This marks the first phase of a larger Amtrak rollout that will provide passengers with free Wi-Fi on all single-level, long-distance train routes in 2016. Combined with other routes where Amtrak has already activated the service, more than 90 percent of Amtrak passengers will soon have access to onboard Wi-Fi so that they may stay connected throughout their journey. Our trains pick up internet connection via cellular towers, which can fade in and out of range as our trains move along on their journeys. Since this does not always provide the most reliable internet service, we are exploring options to mitigate this issue, such as building a trackside wireless network along the NEC and other areas to take reliance off shared cell towers.

Amtrak total ridership



As part of our ongoing efforts to provide high-quality service and attract more riders, Amtrak introduced a bike service program in 2015 for passengers on the *Carolinian*, *Heartland Flyer, Silver Star, Silver Meteor, Crescent, Palmetto* and *Capitol Limited* services. The program is designed to provide additional convenience to passengers traveling with their bikes by allowing passengers to pay a small fee to reserve a spot for their bikes in the baggage cars in lieu of taking apart and boxing their bikes. By the end of 2015, we had instituted bike service on 19 routes.

"We've worked with the cycling community to identify solutions and bring new ideas to expand services for passengers who travel with their bikes. We look forward to measuring the success of this service with an eye to expansion to additional routes across our national network."

—Deborah Stone-Wulf, vice president of sales and customer service for Amtrak

Customer satisfaction

The Amtrak eCSI survey is intended to measure changes in customer satisfaction over time on various aspects of a customer's trip. Customers on all routes receive the survey through a link sent by email. In total, about 150,000 emails go out each month via weekly mailings to a random sample of customers throughout our 46 train routes. Of these, Amtrak receives back about 13,500 total surveys each month. This response rate of approximately 9 percent is well above the industry average.

While all aspects of their trip are important to customers, a customer's overall satisfaction tends to be driven by the following elements:

- On-time performance and reliability
- Friendliness and helpfulness of front-line staff
- Travel information and announcements

The eCSI survey is personalized to the customer and refers to the origin, destination and date of a specific train trip. Scores are summarized at the route level and are calculated by weighted average based on route ridership. Amtrak reports monthly, three-month rolling and fiscal year-to-date scores.

PETS ON TRAINS

In response to customer interest, in 2015 we began piloting a pet program that allows passengers to bring their small pets on select Eastern and Midwestern corridor trains. Nearly 3,000 pets have traveled along the NEC since the launch of the program. Due to the program's overwhelming popularity, we plan to expand this program in 2016 to include pet service for most long-distance trips up to seven hours in length.

To ensure the safety of all passengers, we took several precautions to address potential concerns such as allergies, and pests such as fleas. Additionally, Amtrak Public Health representatives helped develop program guidelines and analyzed program impacts during the initial pilot phase to verify that proper policies were in place before expanding the pet program.

"Expanding the Pets on Trains program in the Northeast Corridor is a victory for American pet owners and for Amtrak, which can now serve individuals and families traveling with small dogs and cats. This change will increase ridership and revenue for Amtrak while building on the success of the pilot program, paving the way for the future of pets on trains nationwide."

—Rep. Jeff Denham of California

In FY15, 77.1 percent of our customers who responded to surveys said they were very satisfied with Amtrak. This performance is slightly up from our score in FY14 (76.7 percent), but still short of our target for FY15 (78 percent). The FY15 year-end overall Amtrak system-wide eCSI score fell slightly short of the FY15 goal due in part to significant service disruptions from severe winter weather and trackwork projects during the year. Nineteen of our 46 train routes showed year-over-year improvements in their overall eCSI scores—with 16 routes exceeding their eCSI targets for the year.

Customer rewards and loyalty program

Amtrak continues to explore new ways to provide benefits to passengers. In 2015, we updated our Amtrak Guest Rewards® program in an effort to simplify and modernize how members earn and use reward points. The updated Amtrak loyalty program is designed to offer enhanced benefits and flexibility for members of the Amtrak Guest Rewards program and attract new members. With the updates to the loyalty program, members can now redeem points based on ticket price rather than a zone chart, and blackout dates will be eliminated. For more information about the program, visit amtrakguestrewards.com.

Amtrak Customer Advisory Committee

Amtrak taps the expertise of frequent travelers to keep a finger on the pulse of the passenger experience. For more than 20 years, a committee consisting of approximately two dozen rail passengers has provided Amtrak with invaluable feedback to help us improve our services. Each time Amtrak Customer Advisory Committee (ACAC) members ride one of our trains, they provide detailed reports about their experience on a particular route. During a tour of the Chicago yards in 2015, the ACAC met with mechanical staff members, car cleaners, repairmen, electricians and others to learn about challenges related to turning around trains in an expeditious manner. ACAC members will employ this knowledge as they provide feedback and possible solutions to continually improve our customer service.

Food and beverage service

Whether it is a full sit-down meal or informal food service, many trains have one or more options for onboard dining. To continuously improve our food and beverage offerings, we strive to incorporate customer feedback. In 2015, we continued to increase the number of vegan options available for customers in dining cars. Previously, customers had to request a special vegan meal prior to their trip, but vegan options are now available on our regular menus on most trains.

In order to verify compliance with Food and Drug Administration (FDA) regulations, we have a group of internal public health inspectors who periodically visit all of our food service areas such as warehouses and train cars to conduct inspections using FDA guidelines. Amtrak is also subject to inspections by state, local and FDA examiners.

PASSENGER HEALTH AND WELLBEING

The Amtrak Public Health department is dedicated to supporting the health and well-being of our passengers. The five functions of the Amtrak Public Health group include: food safety, potable water safety, pest control, communicable disease prevention and general health support. Public health personnel communicate regularly with our onboard services team members.

In 2015, after successfully completing an initial administrative order for compliance on consent with the U.S. Environmental Protection Agency (EPA) regarding laboratory sampling of potable (drinking) water for all Amtrak passenger cars, we negotiated and signed a similar follow-up agreement. The details of the agreement enable Amtrak to verify that we provide clean drinking water on all trains at all times. Due to the success of the initial agreement, we have now reduced reporting requirements. We continue to maintain our preventive maintenance procedures and our water sampling process, which includes sampling the water of each passenger car. As our trains are constantly traveling across our network, cross-functional coordination still remains key to this effort. Also in 2015, the FDA implemented the Food Safety Modernization Act that regulates food provisioning to trains. In response, Amtrak has worked to register all food services with the FDA.

Operation Lifesaver

Amtrak is proud of its strong collaboration with Operation Lifesaver, Inc. (OLI), a national nonprofit organization with a mission to end collisions, deaths and injuries at highway-rail grade crossings and on railroad property. Amtrak serves on the OLI Board of Directors, and nearly 100 Amtrak employees are trained as Operation Lifesaver Authorized Volunteers. These volunteers help spread the word about trespassing dangers and grade crossing safety to civic organizations, first responder classes and schools nationwide. In 2015, we increased the number of Amtrak volunteers in this program by more than 30 percent by participating in a number of OLI events. One OLI-related initiative Amtrak rolled out in 2015 was the production of four passenger safety videos that are played in 23 stations around the country. For more information on OLI, visit OLI.org.

For additional information on how Amtrak works to ensure the safety of our passengers, see page 20.

Accessibility

In order to provide sustainable transportation options for all passengers, Amtrak is working to improve the national intercity passenger rail system so that it is accessible to and more convenient for all travelers. Our ADA Stations program is working to bring all Amtrak-served stations into compliance with ADA. While we are making progress in many regions of the country, funding constraints limit how quickly we are able to update our stations and platforms. For the past few years, the funding for ADA improvements has totaled approximately $50 million annually, and there are approximately 391 stations in need of accessibility improvements.

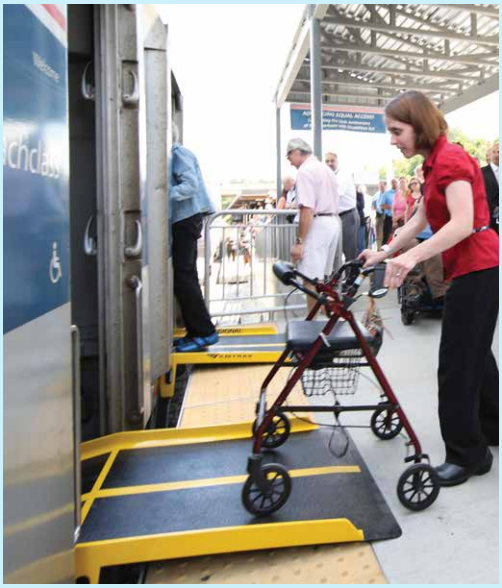
Our priorities include upgrading stations with known or potential deficiencies regarding train access, passenger information display systems (PIDS) and key building

amenity access. In 2015, electronic, ADA-compliant PIDS were installed at stations in Savannah, Ga.; East Glacier Park, Mont.; Johnstown, Pa.; Huntington, W. Va.; Fargo, N.D.; Tuscaloosa, Ala.; Glenwood Springs, Colo.; Marshall, Texas; Lorton, Va.; and Westwood, Mass. The signs communicate real-time train status, general boarding announcements and security messages in both audible and visual formats. In 2015, we also completed PIDS designs for seven stations, progressed PIDS designs for five stations and began PIDS installations at three stations.

Over the past year, we completed 26 land surveys, 35 ADA assessments, 29 designs and 10 construction projects. We also made progress on our accessible boarding technologies program through the pilot of a retractable platform in Ann Arbor, Mich., and through trials of new bridge plates and ramps. We will continue engaging with station owners, stakeholders from the disability community and state and federal governments to enhance station components to increase passenger accessibility.

TESTING NEW BOARDING ACCESSIBILITY IMPROVEMENTS

Our goal is to provide safe, efficient and comfortable service to all, including those passengers who have a disability. As part of our accessible boarding technologies program, we worked with a Detroit-area engineering firm to construct the first prototype retractable setback-shuttle platform in 2015. The platform, which is currently being tested at our Ann Arbor station in Michigan, mechanically extends toward the train, bridging the gap created when a level-boarding platform is needed. The technology provides safer and faster boarding on and off trains for all passengers, including those who use a wheeled mobility device. This prototype will remain at Ann Arbor for two years to test performance before the technology is deployed at other stations.



Holiday travelers in Washington Union Station, Amtrak's second-busiest station.

Financial excellence

Amtrak must have a solid financial footing so that communities across the country can continue to benefit from safe and efficient transportation services. One of our core corporate strategic themes is financial excellence: to grow revenue, minimize operating costs while maintaining service levels and be good stewards of capital to ensure our long-term sustainability as a company. We engage with federal, state and local governments, other rail companies and communities across America to maximize our efficiency and ensure Amtrak has the financial resources to be the transportation company of choice today and in future years.

OPERATIONAL EFFICIENCY

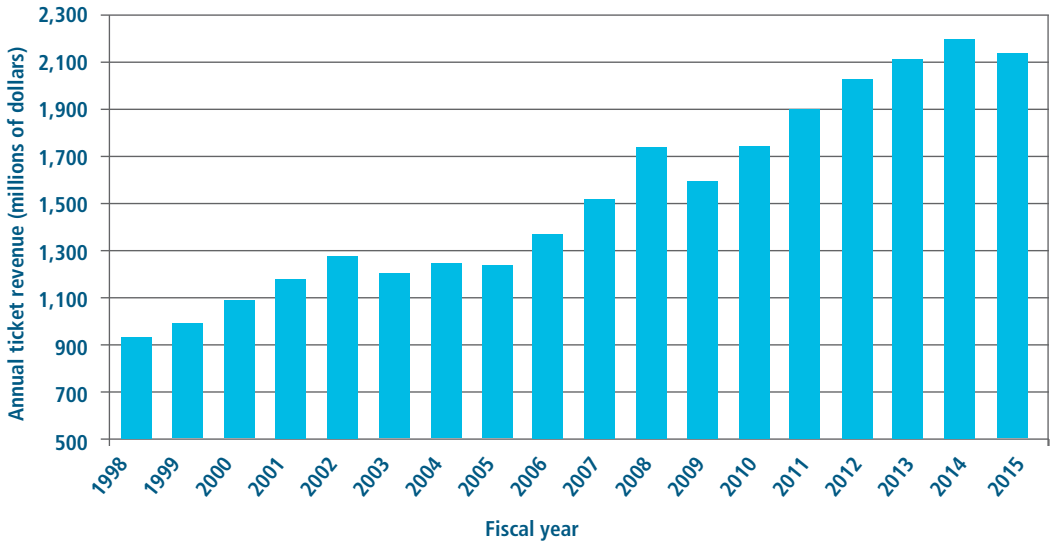
Amtrak employees have a shared commitment to operational efficiency. We work every day to improve processes, collaborate across departments, and maximize the use of our limited funding. We set four short-term corporate strategic goals for FY15 to help us become more efficient in our pursuit of financial excellence.

FY15 financial excellence goals

Goal	Progress	Notes
Reduce adjusted operating loss to $235 million or less	Not achieved due to lower revenue, partially offset by lower expenses.	Train #188 had a negative impact on the adjusted operating loss due to lost ticket revenue and increased expenses.
Improve customer satisfaction to 78 percent or greater	Not achieved due to poor on-time performance across many routes and the impact of severe weather on some routes that delayed or canceled trains.	For more information, see the Customer focus section beginning on page 27.
Decrease cost per available seat mile to $0.218 or less	Achieved by lowering costs across the company.	This is calculated as national train service total costs (excluding non-cash items) divided by seat miles.
Increase revenue per available seat mile to $0.204 or greater	Not achieved due to lower ticket revenue.	This is calculated as national train service total revenue divided by seat miles. Total revenue for Amtrak routes includes net ticket revenue, food and beverage revenue, state-supported revenue and other revenue.

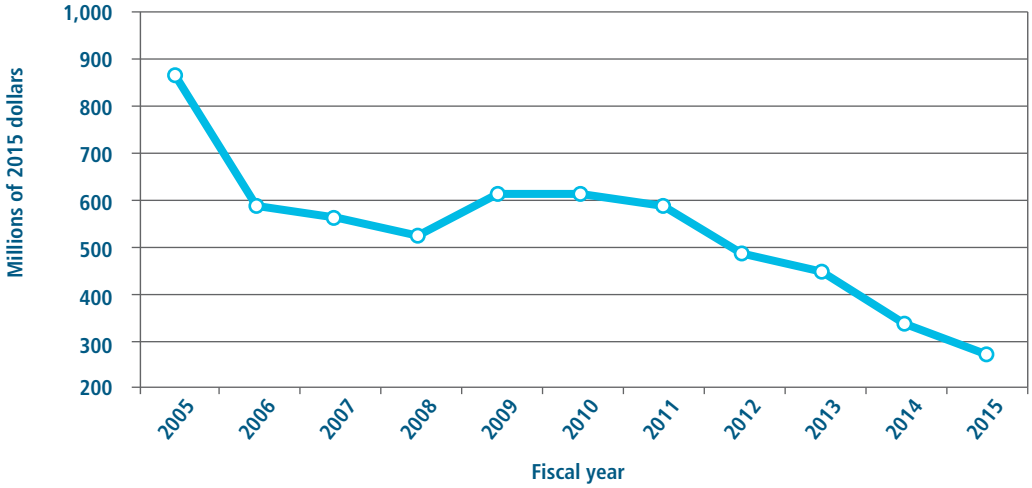
Through our efforts to provide intercity transportation with strong customer service, we have seen ridership and ticket revenues increase dramatically since 1998, with ticket revenues more than doubling over the past 18 years, to $2.1 billion in FY15. Amtrak total revenue was approximately $3.2 billion in FY15, 1 percent less than the previous year.

Amtrak ticket revenue, FY98–FY15



In FY15, we covered approximately 92 percent of our operating costs with ticket sales and other revenues. This has resulted in a decrease in the operating subsidy required from Congress.

Amtrak declining federal operating support requirements, FY05–FY15



We continue to focus on efficiency, significantly reducing our operating subsidy requirements every year since FY10. While the Amtrak NEC covers its operating costs and we continue to find efficiencies throughout the business, we still rely on government funding in order to provide national intercity rail transport. We use an operating efficiency ratio to track our progress, measuring the ratio between total operating expenses and total operating revenues. In 2015, our operating efficiency ratio was 1.08, and we continue to work to reduce this number.

SUPPLIER DIVERSITY

Amtrak strives to spur economic development through the growth of disadvantaged, small- and veteran-owned business enterprises and to create a level playing field in the marketplace where all businesses can compete fairly. Amtrak established a corporate goal of ensuring 10 percent of our annual spend is with diverse suppliers. In FY15, we met this goal, as 10.6 percent of our spend was with diverse businesses. We also contribute significantly to the local U.S. economy, as more than 99 percent of our procurement capital is spent to purchase domestic products. Amtrak spent more than $1.7 billion on domestically manufactured goods and services in 49 states and the District of Columbia in FY15.

FUNDING AVAILABILITY

Each year, Amtrak submits grant and legislative requests to the federal government. These requests include the company's funding needs for the upcoming fiscal year for both operating and capital expenditures. Requests for capital expenditure funding are submitted to Congress each February for the following fiscal year, starting October 1. Our recent grant requests are available on Amtrak.com.

Unlike transit or commuter rail, or other forms of transportation, there is no reliable, multiyear source of funds for Amtrak capital investment projects. Because of this, we conduct our capital project planning without knowledge of what funds will be provided in a given year. This lack of predictability in the timing and inadequacy of capital funding have historically prevented us from systematic, long-term strategic planning and investment in favor of short-term solutions.

Amtrak funding requests, including capital and operating funding

Fiscal year	Funding requested (million dollars)	Funding granted (million dollars)
FY14	$2,650	$1,390
FY15	$1,620	$1,390
FY16	$1,445	$1,390

Our Government Affairs staff has been engaging and educating Congress on the importance of a dedicated, multiyear funding source for many years. Our hard work paid off in 2015, as Amtrak moved one step closer to securing multiyear funding through the passage of the Fixing America's Surface Transportation (FAST) Act. More commonly known as the "highway bill," the FAST Act authorizes access to the Highway Trust Fund for transit and highway programs for five years. Amtrak was included in this surface transportation bill for the first time in 2015, demonstrating Congress' recognition of the tremendous national importance of passenger rail services. Though Amtrak is not provided access to the Highway Trust Fund at this time and our funding comes from the annual appropriations process, our inclusion in the FAST Act allows for future discussions and the increased likelihood that we will receive a predictable, multiyear funding source.

Moving forward, Amtrak must undertake a significant amount of work over the next year to respond to provisions in the FAST Act, as shown in the table below. Of note, the FAST Act restructures funding for Amtrak into two new authorization streams—NEC and National Network (NN)—whereas previously Amtrak was authorized funds in two streams for operating expenses and capital investments. Amtrak must work with the Federal Railroad Administration (FRA) to define the account structure that will allocate the sources and uses of funding and revenues between NEC and

NN accounts. The FAST Act also facilitates the incorporation of private funding and supports joint ventures. Amtrak has been authorized through the FAST Act to have access to three new federal grant programs as well:

- Rail infrastructure and safety improvements
- Federal-state partnership for state of good repair
- Restoration and enhancement grants

Amtrak near-term steps to respond to FAST Act

Date	Requirement
Feb. 15, 2016	• Amtrak must submit grant request to Congress
June 1, 2016	• FRA must finalize defining accounts for NEC and NN • Amtrak must establish internal controls to allocate costs and revenues between NEC and NN
Oct. 1, 2016	• Amtrak must complete FY17 budget in new format
Dec. 4, 2016	• Amtrak must complete implementation of new accounting structure and produce sources and uses statements for NEC and NN
Jan. 4, 2017	• Amtrak must begin submission of monthly sources and uses statements to FRA
Feb. 15, 2017	• Amtrak must submit FY18 grant request and five-year business line plan

We firmly believe that intercity rail—throughout both the dense Northeast and other urbanized regions and across the nation's rural towns and small cities—is vital to American travelers and the economic development of communities. Our national system supplies effective and efficient connections for people and businesses in more than 500 communities, providing them access to destinations and the broader national transportation network of airports, intercity buses and local transit. We will continue to work with federal, state and local governments, host railroads and private companies to seek long-term investment in these critical transportation services that continue to see growing demand.

Amtrak engages with the federal government on topics other than funding, and regularly answers requests from public officials. We recently engaged with the Surface Transportation Board, communities and associations regarding potential changes to on-time performance rulemaking. In 2015, Amtrak representatives also provided informational briefs and testimony on topics such as the safety and security of passenger rail. For full transcripts of our testimony, please visit our website.

Engagement with local governments

We rely on support from local, state and regional legislative and regulatory bodies and therefore maintain relationships and foster dialogue with government stakeholders on a regular basis. Our Government Affairs team has a staff of regional field officers that regularly travel throughout our network and engage with city leaders, state legislatures, regulatory agencies and communities. Our field officers strive to visit every community in their territories at least once each year to meet with local officials, attend community meetings and check on stations and customer service performance. We strive to support two-way communication during these visits by providing information on progress of major initiatives and service updates, and seeking feedback or questions from customers and community members.

SOUTHWEST CHIEF SERVICE FUNDING

Amtrak engages with stakeholders throughout the country to solve challenges and improve our service to customers. One example of successful collaboration was our work to ensure the continued operation of the *Southwest Chief* route, which travels from Chicago to Los Angeles, crossing through eight states and spanning more than 2,265 miles. The second-longest in the Amtrak system, this route provides a vital link to communities along the way and at its end-points. However, on-time performance fell from 85 percent to 62 percent from FY13 to FY14 due to speed restrictions on a 632-mile segment in New Mexico, Colorado and Kansas, owned by BNSF. Because a decrease in freight traffic had led to lower investment on the line by the host railroad, Amtrak was faced with the challenge of how to address the ongoing maintenance and capital needs for the corridor, ultimately affecting the fate of the *Southwest Chief*, which in FY15 carried more than 367,000 passengers and generated nearly $45 million in ticket revenue.

Amtrak Government Affairs staff began engaging with states' Departments of Transportation to propose a partnership among Amtrak, BNSF and the states of New Mexico, Colorado and Kansas. While the three states were interested in having the route continue, they proposed that Amtrak should seek federal funding for support. Through our Government Affairs group's efforts to engage communities along the threatened corridor and garner support for funding the route, the cities of Garden City, Kan., and La Junta, Colo., sought and won federal Transportation Investment Generation Economic Recovery (TIGER) grant funding totaling $27.6 million that was used to begin a track rehabilitation project. The first of those grants was $12.4 million awarded to Garden City. It was combined with $9.3 million of private, local and state funding to renovate nearly 47 of the 158 miles of bolted rail sections between Pierceville, Kan., and Las Animas, Colo. In 2015, La Junta received the second grant of $15.2 million that was used to rebuild the track on the La Junta Subdivision in Colorado and on 20 miles of the Albuquerque Subdivision. That project involved 39 miles of new continuously welded rail and ballast. The project also received $8 million from Amtrak and $4 million from BNSF. Our Government Affairs team continues to work with the states to sustain this important service.

On Aug. 27, 2015, the new $4.3 million Holyoke station opened and is within easy walking distance of the city's commercial and government core. Photo courtesy of Massachusetts Department of Transportation.

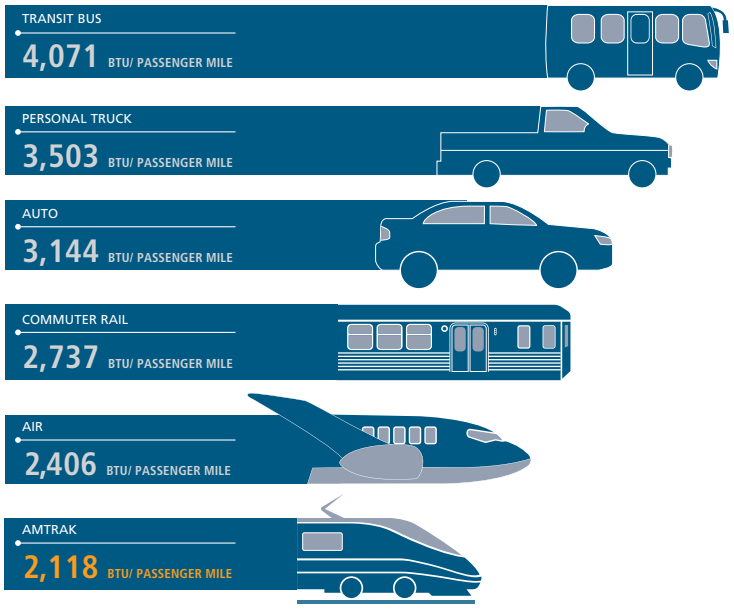
Environment

Amtrak is focused on implementing emissions and energy reduction projects and waste minimization initiatives. Not only do these further reduce our footprint and environmental impacts, but they also reduce operational costs. However, our most important environmental contribution is our core business: passenger rail travel is one of the most sustainable transportation modes available for travelers across America. Passengers using Amtrak are able to significantly reduce their personal carbon footprints and contribute to reducing transportation-related emissions in the United States.

Environmental performance across our operations is driven by our Environmental Policy, Sustainability Policy and corporate strategic goals. The Amtrak Environmental Policy helps guide our commitment to full compliance with all applicable environmental laws and regulations and helps us implement practices that increase efficiency, reduce environmental impacts and promote the sustainable use of resources. Our environmental policy is based on the principles of compliance, leadership, stewardship and a commitment to continuous improvement. Our strategic goals and our Environmental and Sustainability Management System (ESMS) support environmental performance throughout our operations. In 2015, we remained focused on our efforts to reduce our operating costs while providing environmental benefits.

Amtrak is an energy efficient transportation mode. Nationwide, Amtrak trains consume on a per passenger mile basis:

12% less energy than airlines.
33% less energy than automobiles.



Source: Transportation Energy Data Book, 2015

OUR COMMITMENT TO FIGHTING CLIMATE CHANGE

Leading up to the 21st United Nations Framework Convention on Climate Change, or COP21, the rail industry arrived at the event as part of the "Train to Paris" campaign. Coordinated by the International Union of Railways (UIC), several trains arrived in the French capital from across Asia and Europe to publicly demonstrate that rail transport is a vital part of sustainable transportation. The UIC also presented the "Railway Climate Responsibility Pledge" signed by Amtrak and many other rail companies around the world as an initial contribution to the COP21 negotiation process. By signing this pledge, Amtrak demonstrates a commitment to reducing energy consumption and carbon dioxide emissions, stimulating modal shift to rail in national and international markets, actively communicating climate-friendly initiatives and publicly reporting data on energy consumption and carbon dioxide emissions.

In December 2015, parties at the COP21 reached a landmark agreement, charting a fundamentally new course in the two-decade-old global climate effort to reduce emissions. The new treaty includes requirements that all parties report regularly on their emissions and implementation efforts to reduce emissions, and undergo international review. This result presents the rail sector with an opportunity to highlight rail as an energy efficient and lower-carbon mode of transportation and to demonstrate how investing in rail is important to the global effort to reduce emissions.

For more information on the pledge, please visit traintoparis.org.

ENVIRONMENTAL AND SUSTAINABILITY MANAGEMENT SYSTEM

We use our ESMS as the guiding framework for implementing and advancing our corporate Environmental Policy and our Sustainability Policy. Amtrak has developed a multi-layered environmental and sustainability organization that includes corporate environment and sustainability staff, environmental staff within the business lines and the designation of Responsible Amtrak Officials who have primary responsibility for environmental compliance and sustainability performance at their facilities. The ESMS supports environmental compliance by establishing environmental procedures and training programs for Amtrak personnel across the corporation. Our Environmental Audit program, which is managed independently within the Amtrak Law department, provides a systematic review of compliance with environmental regulations and ensures conformance with ESMS procedures and goals.

The ESMS also provides the framework for our sustainability program, which seeks to integrate environmental, economic and social sustainability considerations into Amtrak strategic planning, business decision-making processes and operations. The ESMS is governed by a steering team and executive oversight committee, which is multi-disciplinary and receives input from our transportation, mechanical, engineering, real estate, legal, corporate communications and finance departments.

We expanded the Amtrak General Environmental Awareness training course in 2015 to help drive awareness regarding the importance of the ESMS and our environmental and sustainability goals. This training now includes a module on sustainability and what it means to Amtrak, which will help our employees focus on improving environmental performance in our operations as well as incorporating sustainability into their business decisions. The Environmental and Sustainability Awareness course is delivered to all new Operations employees in a classroom setting. The computer-based training version of the course is also available to all employees through an online employee portal.

Climate Change Sub-Committee

Recognizing the impact that climate change has on our infrastructure and operations, a multi-disciplinary committee was convened in 2014. This Climate Change Sub-Committee of the ESMS Steering Committee includes individuals from our Environment and Sustainability, NECIID, Engineering, and Emergency Management and Corporate Security departments. In 2015, this group was tasked with producing a climate change strategy for the company and identifying ways that we can adapt to mitigate the risks that climate change poses to our operations. The group's purposes are to:

- Develop cohesive climate change strategies to address and manage climate change impacts on Amtrak's infrastructure and operations;
- Develop cohesive climate change strategies to minimize the negative impact of Amtrak operations on climate change;
- Assist in the development of both location-specific and company-wide programs, procedures and initiatives in support of the climate change strategy;
- Promote and facilitate understanding and support of the climate change strategy throughout the company; and
- Provide sub-committee recommendations to the ESMS Steering Committee and the Environmental and Sustainability Oversight Committee (ESOC) on the development of the climate change strategy and programs, procedures and initiatives in support of the strategy.

For more information on this committee's efforts in 2015, see the Planning for the future chapter of this report.

Fuel, energy and environmental goals

To drive performance, minimize operating costs and improve operating efficiency, we establish annual goals that align with financial and operating goals and the Amtrak Strategic Plan. Each year, we review these goals and performance measurements and adapt them to better reflect the current operations and capabilities of our organization.

FY15 goals

Goal	Progress	Notes
Reduce electricity use: We will reduce our electricity consumption by 1 percent company-wide when compared with FY14 consumption. The goal will be measured by tracking consumption at our largest 20 facilities, 10 largest Engineering facilities in each division and 10 largest stations within each of the three business lines.	We eclipsed our electricity consumption goal with a 4.7 percent reduction compared with FY14 for the combined largest 20 facilities, top 10 stations within each of the three business lines, and the top 10 Engineering sites within each of the four divisions. Collectively, these sites represent approximately 85 percent of the company's non-propulsion electricity consumption.	Twelve of the largest 20 facilities exceeded the company's 1 percent electricity reduction goal. Some facilities did not attain goal due to construction activities, changes in operation and below average winter temperatures.
Reduce revenue train locomotive diesel fuel: Each of the three Amtrak business lines will reduce locomotive diesel fuel by 1 percent over FY14. This is measured by total gallons of locomotive fuel purchased by each business line.	We significantly exceeded this goal by 836,695 gallons in FY15.	We achieved the goal due to improved train handling, locomotive shut down, ground power use and fuel conservation training.

FY15 goals

Goal	Progress	Notes
Reduce greenhouse gas (GHG) emissions: We will reduce GHG emissions from our operations by one percent over our emissions in FY14. GHG emissions are calculated from the following: 1) Locomotive diesel fuel use; 2) Traction power use for locomotives; 3) Electricity consumption for our largest facilities (non-traction power); 4) Natural gas and steam use for our largest facilities; and 5) Fuel use in automotive fleet. Remaining smaller sources are estimated.	While we came close to our goal of reducing GHG emissions by 1 percent, we did not achieve it in FY15. We reduced our emissions by 0.87 percent. We see positive trending in GHG emissions for the rest of the calendar year.	We achieved emissions reductions through electricity and locomotive fuel reduction initiatives. However, this was offset by an increase in our non-locomotive fuel use, including fuel used in our highway vehicle fleet and at our large facilities.
Environmental management: We will strive to achieve an average environmental audit score of 83.5 for audits conducted at Amtrak facilities in FY15.	We exceeded our corporate goal of 83.5, achieving an average environmental audit score of 85.3.	Amtrak conducted 21 environmental audits in FY15.

ENERGY

A substantial share of our operating costs goes to purchase energy to operate Amtrak trains and facilities. Amtrak seeks to identify and invest in systems and technologies that will reduce both energy usage and operating expenses. Since 2011, capital funding has been included in our budget for energy reduction projects such as lighting upgrades at facilities and other efficiency improvements that reduce costs and cut down on GHG emissions.

Our green power purchasing policy promotes the use of power from renewable sources and technologies. These sources include, but are not limited to: power from solar, wind, geothermal, biogas, biomass and low-impact hydroelectric sources for use within Amtrak operations. This initiative supports the company's commitment to reduce environmental impacts and make train services even more sustainable. In 2015, our Utilities Management group utilized this policy to execute a three-year contract for non-traction electricity that includes 10 percent certified renewable energy credits.

Energy consumption

Amtrak reports energy consumption by fuel and energy type. The majority of the company's energy consumption is from the diesel fuel we use to power our locomotives on state-supported and long-distance routes. In 2015, diesel fuel accounted for nearly 70 percent of our total energy consumption. Amtrak continues to promote fuel conservation through locomotive shut down, use of ground power and improved train handling techniques to reduce GHG emissions and reduce costs. Electricity is our next largest consumption type: two-thirds of the electricity we use powers our trains along the NEC, and the remaining third is used in our buildings and facilities. In 2015, we specifically focused on fuel monitoring and management projects and lighting retrofit projects.

In order to better track and monitor our fuel usage, Amtrak installed a rail yard data management

(RYDM) system, which remotely monitors all fueling activity. The RYDM collects all fuel data wirelessly and electronically, and has the added security benefit of controlling who is delivering and dispersing fuels. The system also prepares comprehensive reconciliation reports with in-tank inventories and issues at all facilities, which allows us to understand where we are using the most fuel, and also prevents overfill from occurring. Added spill prevention features include tank level alarms, and electronic notification of any maintenance issues. This proactive monitoring system allows us to set more accurate fuel reduction goals, and better protects our local environment by reducing the likelihood of spills.

Our employees use the RYDM system when dispensing locomotive diesel fuel.

One highlight during 2015 was the deployment of an additional 33 ACS-64 electric locomotives into our *Northeast Regional* and *Keystone* services, bringing the total count of these new, energy efficient locomotives in service to 58. These locomotives utilize regenerative braking, which can feed up to 100 percent of the energy generated during braking back to the power grid. When the full fleet of 70 locomotives is in service, we expect that their use will save the company more than 3 billion kilowatt-hours of electricity, equating to $300 million in savings over the next 20 years.

Amtrak energy consumption

Energy consumption type (total megawatt-hours)	2015	2014	2013
Diesel fuel and heating oil	2,580,232	2,697,890	2,518,633
Electricity	812,112	833,481	845,981
Natural gas	130,264	136,325	132,602
Gasoline	169,237	96,859	90,763
Steam	19,435	19,805	21,672
Kerosene	2,166	2,708	1,381
Propane	1,888	2,703	2,310
Ethanol (E85)	496	262	229
Biodiesel (B20)	65	2.88	3.83
Vehicle CNG	0.65	0.29	0.76
Total	**3,715,896**	**3,790,036**	**3,613,576**

In addition to introducing new efficient technologies into our fleet and facilities, Amtrak employees are finding ways to reduce energy through optimizing the number of train cars needed for service. Known as right-sizing, our Long Distance business line in the hubs of Los Angeles and Chicago began reducing the number of train cars used during our off-peak season, which typically occurs during the first few months of the year. With fewer travelers after the busy holiday season, we removed several train cars per trip, reducing the fuel needed to propel the train. Concurrently, our Mechanical department used the off-peak time to make modifications to the cars that enhance customer satisfaction, such as upgrading onboard HVAC systems and installing more energy efficient lighting. This collaborative initiative successfully reduced fuel usage in the first few months of 2015.

Emissions

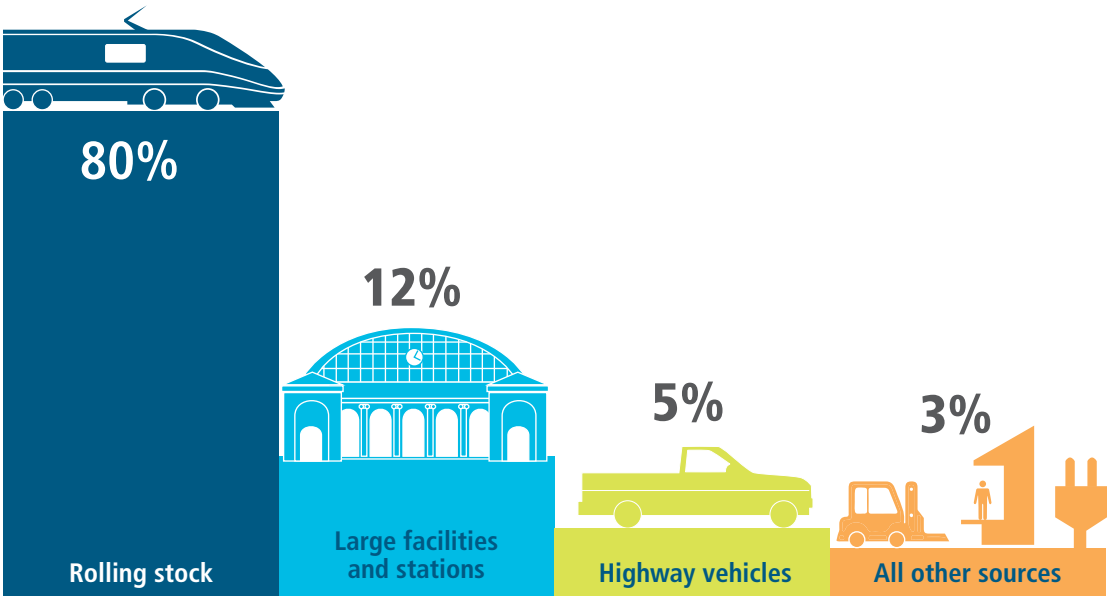
Amtrak is committed to measuring, monitoring and improving our carbon footprint. We have been calculating and reporting GHG emissions using the rigorous standards of The Climate Registry's General Reporting Protocol since 2010. Each year, our GHG inventory undergoes a third-party verification process to ensure accuracy. In 2013, Amtrak began reporting our GHG emissions and climate change initiatives and strategy information to CDP, a nonprofit global organization that collects voluntarily reported climate change information. In 2015, we received a score from CDP of 99B, improving on our 2014 score of 85B. The number score is out of 100 and based on disclosure or transparency; the letter score is based on performance, ranging from A to E (A being the best). See below for highlights from the emissions data submitted in the company's 2015 CDP response.

Amtrak GHG emissions

Emissions source category and Intensity	2015	2014	2013
Scope 1—direct emissions (metric tons CO_2e)	762,524	776,634	725,714
Scope 2—indirect emissions (metric tons CO_2e)	319,028	368,825	373,948
Total Scope 1 and 2 emissions (metric tons CO_2e)	1,081,552	1,145,459	1,099,662
GHG emissions intensity (metric tons CO_2e/million passenger miles)	165.5	171.6	161.5
GHG emissions intensity (metric tons CO_2e/million seat miles)	93.8	99.1	93.2

The operation of rolling stock, including locomotives and passenger cars, represents the largest contributor to our Scope 1 and 2 emissions—approximately 80 percent. In response, we continue to find innovative ways to improve efficiencies in our existing fleet while also introducing new, state-of-the-art technologies wherever practicable.

Amtrak 2015 Scope 1 and 2 GHG emissions by facility group



At Amtrak, we strive to reduce emissions where possible through the efficiency of our operations. The company's largest source of air emissions results from the combustion of diesel fuel in the engines of our locomotives. We utilize ultra-low-sulfur diesel (ULSD) across our entire fleet, which reduces sulfur dioxide (SO_2) emissions from diesel engines.

Another example of our efforts to reduce fuel consumption is through improved engine configuration. Amtrak replaced the existing diesel engines in two switcher locomotives with GenSet engines for operation at Union Station and Ivy City Yard in Washington, D.C., as a way to reduce fuel consumption and emissions. 2015 was the first full year in service for these fuel-efficient locomotives. These engines require 50 percent less fuel and produce significantly less pollutant emissions when compared to their predecessors: the repowered engines produce 118 metric tons of CO_2 emissions less per year.

COMMUNITY ENGAGEMENT IN SAN DIEGO

Amtrak understands that our operations can impact surrounding communities. In downtown San Diego, high-density residential developments have been constructed in the vicinity of the Amtrak train station known as the Santa Fe Depot. While the residents appreciate the transit-friendly location, several homeowners' associations have voiced concern over the noise associated with living in close proximity to the train station. Throughout 2014 and 2015, Amtrak worked with state and neighborhood associations to reduce noise from our operations in San Diego. Amtrak listened to community member concerns and then proceeded to evaluate its operations to determine how or if we could respond. Amtrak implemented several solutions, including:

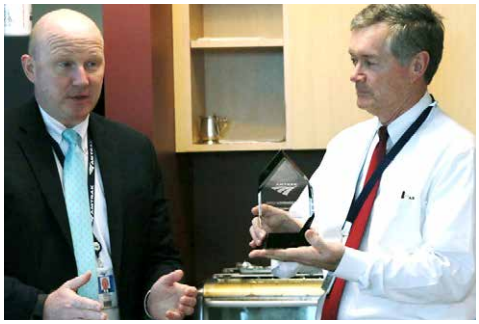
- Rescheduling the testing of the locomotive and cab cars from the last train arriving in San Diego in order to prevent testing during the middle of the night
- Developing an insulated cover for the carpet-washing machine to reduce noise levels associated with cleaning activities
- Installing an air filter on the sanitary waste tank container and rescheduling pump maintenance so it is only being performed during weekdays and normal business hours
- Designing an insulated cover to use when performing required testing of cab car horns, which significantly reduced the noise level from horn testing

In addition to reducing noise, Amtrak worked to decrease diesel emissions and fuel consumption at the station. We began shutting down locomotives and connecting them to ground power within approximately one hour of arrival and disconnecting within one hour of departure. We also started shutting down our heating and air conditioning units on the trains when not needed to reduce electricity use. Amtrak and the local homeowners' associations are still in communication and continue to address issues as they arise for maximum community benefit.

Energy and emissions reduction projects

We are evaluating and investing in a number of energy and emissions reduction projects aimed at reducing costs and improving efficiency. Across our operations, Amtrak conducts periodic energy audits to identify opportunities to enhance efficiency. To encourage employees to participate in identifying efficiency improvements, we host an annual contest for Amtrak facilities to reduce energy consumption and meet our reduction goals. We continue to share these success stories with all of our sites to encourage similar efficiencies across our network.

In 2015, our Seattle maintenance facility achieved the greatest amount of energy reduction among Amtrak facilities by implementing a collaborative energy savings plan that involved Amtrak Utilities Management and Engineering and Seattle City Light. As part of the plan, in 2014, the Seattle facility retrofitted 508 light fixtures with light-emitting diode and T8 fluorescent lights. To maximize energy reduction, timers and light motion detectors were installed to keep the lights off in low-traffic areas until activated by movement. In total, these energy savings measures resulted in approximately 1.5 million kilowatt-hours of annual energy savings, enough to power almost 150 homes for a year. Recognizing Seattle's achievement, the Amtrak



Executive Vice President and Chief Operations Officer, DJ Stadtler, presents Kurt Laird and the Seattle Maintenance Facility with the 2015 Energy Efficiency Award.

2015 STATION UPGRADES

Amtrak is constantly working to incorporate sustainability criteria in the design and construction of new stations and improvements to existing stations in multiple communities across the country. Designs for new facilities take into account many green building elements that will qualify projects for Leadership in Energy & Environmental Design (LEED) ratings, whether or not the project sponsor seeks LEED certification.

Dearborn, Mich. station

2015 station upgrades (complete or in progress)

Station	Details
Dearborn Station, Mich.	LEED Silver Certification of new station
East Lansing, Mich.	New multi-modal station opened
Flint, Mich.	Upgrades made to station
Sacramento, Calif.	Under construction, on track to achieve LEED Gold Certification
Galesburg, Ill. Joliet, Ill. Birmingham, Ala.	Station under construction
Alton, Ill. Dwight, Ill. Pontiac, Ill. Tacoma, Wash.*	Design completed for station *LEED Silver Certification target
Raleigh, N.C.	LEED Gold Certification of new station
Toledo, Ohio Oklahoma City, Okla. Portland, Ore. Charlotte, N.C.	Renovation plan being developed
Newport News, Va. Acadia, Mo. Fort Madison, Iowa Port Huron, Mich.	Designs for new and relocated stations being developed

executive vice president and chief operations officer presented the 2015 Energy Efficiency Award to Seattle employees during a visit to the facility.

Other substantial projects in 2015 included lighting improvement projects to increase interior lighting efficiency at the Beech Grove Warehouse in Indiana, the interior lighting efficiency at our Wilmington Back Shops, the exterior lighting efficiency at the Hialeah Maintenance facility, and the Shoreline tunnel lighting in Massachusetts. We also installed wireless thermostats at the Material Control warehouse in Midway, Conn. and improved the pit lighting where we service locomotives at the Southampton High Speed Rail facility in Boston, Mass. Together, these projects will save almost 2 million kilowatt-hours of electricity and 11,000 therms of natural gas on a yearly basis. In total, they will also save more than $190,000 annually in electricity costs and provide significant savings on labor and materials, as these fixtures will require less maintenance.

As we plan ahead for 2016, the Utilities Management group will be targeting projects that not only demonstrate a strong return on investment, but are also located in areas where energy efficiency rebates are available. These incentives will allow Amtrak to do more with our limited funding, and include lighting upgrade projects in Washington, D.C., a building automation project in Chicago Union Station and exterior lighting projects in Bear, Del.

WASTE REDUCTION AND RECYCLING

Amtrak operations generate both industrial waste and municipal-type wastes. The majority of our industrial materials come from our mechanical and engineering maintenance facilities, while most of our municipal-type waste is generated onboard our trains and in our stations. We are committed to reducing waste, by preventing and recycling wherever possible and increasing our diversion rates to avoid landfill disposal.

Amtrak mechanical and engineering maintenance facilities recycle industrial materials generated through train repair and upgrades, track repair and routine maintenance. Our Procurement and Materials Management department is able to contract vendors to recycle many of these industrial materials. The amount of materials available for recycling depends on the maintenance work and capital improvements Amtrak has planned for the year. In 2015, some of the many industrial materials we recycled included Lexan windows, steel parts, copper, brass, aluminum, used oil and lead-acid batteries. Quantities are tracked in our financial system, and also entered into our environmental information system annually.

As of 2015, Amtrak began centrally tracking the majority of our municipal-type waste accounts nationally through a utilities management system. With two years of data now centralized, we are now running reports on tonnage and volume on the total waste stream to establish baselines for the amount of waste recycled and the diversion rate. For the 180 accounts, the total amount of municipal-type solid waste generated in 2015 was 32,019 tons, and the total amount recycled or diverted from landfill was 2,354 tons, for an overall diversion rate of 7.35 percent.

The table on the next page represents the top 10 Amtrak facilities in terms of the total amount of municipal-type waste generated in 2015. Eight of the 10 facilities have recycling programs that recycled anywhere from 2.3 percent to 17 percent of the total waste stream. The other two facilities are both located in the New York City area, and all the waste from those facilities goes to a sorting facility where recyclables are pulled out. Currently we do not have specific data on the amount recycled from those facilities, but based on information from the vendors it is estimated to be greater

than 75 percent, and we will be working with the vendors to capture that data going forward. Now that we have a reliable source of data, we will also be focusing on how to improve the diversion rate at specific locations and to implement recycling at additional sites that would have the greatest environmental impact.

Waste generation and diversion at large Amtrak facilities

Location	City	Total tons	Diverted tons	Percent diverted
30th Street Station	Philadelphia, Pa.	977	170	17.39%
Beech Grove Shops & Facility	Beech Grove, Ind.	836	35	4.18%
Southampton Yard	Boston, Mass.	819	70	8.56%
Chicago Union Station	Chicago, Ill.	1,110	175	15.73%
Ivy City Yard	Washington, D.C.	1,446	184	12.72%
Miami Station	Miami, Fla.	976	25	2.59%
New Orleans Station	New Orleans, La.	1,293	30	2.32%
New York Penn Station	New York, N.Y.	3,304	N/A	N/A
Richmond Station	Richmond, Va.	703	29	4.19%
Sunnyside Yard Warehouse	Astoria, N.Y.	857	N/A	N/A

By the end of 2015, we were nearing completion of negotiations with two national waste service companies to consolidate waste contracts and to use the efficiencies that our national network provides to establish consistent standards of service for both waste and recycling.

In 2015, we added recycling service to many of our stations, including Atlanta, Ga., West Palm Beach, Fla. and Fort Lauderdale, Fla. We also convened a Recycling Working Committee, which develops training content to ensure that our janitorial staff, mechanical staff and transportation staff understand our recycling policies and how everyone can work together to positively impact diversion rates. We also continued our efforts to install recycling containers on Superliner I and II equipment during four-year retrofits in Beech Grove, Ind. In 2015, we installed an additional 78 recycling containers to expand recycling options for our passengers.

ELIMINATION OF WASTEWATER TREATMENT PLANT AT SOUTHAMPTON YARD

To maximize efficiency, Amtrak undertook a project to eliminate a wastewater treatment plant located inside the High Speed Rail Maintenance Building at Southampton Yard in Boston in 2015. The project involved installing new equipment to transport the wastewater to an existing larger treatment plant and upgrading the transfer pumps in the sump to accommodate the additional wastewater. Completion of this project has allowed the site to decommission the smaller treatment plant, eliminate the need for a wastewater discharge permit and reduce costs for treatment plant chemicals.

Spills

Amtrak recorded a total of 50 environmental incidents involving a spill in 2015, including equipment leaks and accidental spills. All but five spills were some type of petroleum-based oil. (Similarly, in 2014 there were 70 recorded spills of which 58 were petroleum-based. Due to a software error in the environmental information system, the number of spills was incorrectly reported in the 2014 Sustainability Report.) All spills were cleaned up and remediated by Amtrak employees or an environmental contractor managed by Amtrak, and residual materials were disposed of in accordance with environmental regulations. The Amtrak Environment and Sustainability group tracks each spill from initial report to final cleanup in order to appropriately manage these events and look for opportunities to reduce the risk of spills in the future. Amtrak routinely provides training to operating employees on proper material handling techniques as well as spill cleanup procedures to reduce spill incidents and impacts.

COMMITMENT TO ENVIRONMENTAL RESTORATION

If Amtrak activities impact the surrounding environment, we strive to act quickly and effectively to restore the area to previous or improved conditions. In October 2015, an Amtrak locomotive sustained damages resulting in the release of fuel, lubrication oil and battery acid to underlying soils in Vermont. Access to the locomotive location was extremely challenging given proximity to a stream bed with very steep slopes. Amtrak coordinated with the local private landowner to ensure access without further damage to the site and disassembled the locomotive so that it could be transported back to an Amtrak facility. Following removal of the locomotive, a permitted temporary road crossing was constructed to enable a third party to mobilize equipment to excavate the impacted soil, load it onto trucks and transport it offsite for disposal, while minimizing the impact to the sensitive ecosystem. Once that step was taken, the excavated area was backfilled, graded and seeded, the temporary crossing was removed, and the banks of the stream were restored and stabilized. All of these activities were completed within five weeks to ensure that the natural area was restored as quickly as possible.

In order to ensure that we effectively educate employees who work in the field about how to prevent spills that can adversely impact local water, we developed an enhanced regulatory training program in stormwater management practices and Spill Prevention, Control and Countermeasure (SPCC) plans in 2015. The training will be delivered as part of our mandatory Engineering department training camps. The training program delivers required site-specific information that includes detailed facility drawings and information about facility SPCC and stormwater plans. There are approximately 4,000 Engineering employees who will receive this annual training starting in 2016.

ENVIRONMENTAL COMPLIANCE

In FY15, the Amtrak Environmental Audit program conducted 21 environmental audits at Amtrak facilities. The average environmental audit score was 85.3, which exceeded our corporate goal of 83.5. The environmental audit program measures performance against regulatory and management standards, reports findings of non-conformance, and requires the implementation of corrective action plans (CAP) so that a facility addresses issues promptly and transparently. The audit program currently includes 33 large and medium facilities that are audited on a biennial basis unless an unsatisfactory score is received, in which case a follow-up audit may be conducted the following year.

Based on a systematic review of the previous year's environmental audit program results, the Environment and Sustainability group focused its attention in 2015 on three main areas: hazardous waste, SPCC plan accuracy and implementation, and training programs.

The Environmental Audit program also evaluates each facility's sustainability initiatives to determine whether or not sustainable practices are implemented and maintained. Specifically, facilities are evaluated to determine whether or not they have investigated and implemented practices to promote sustainability initiatives in the areas of waste reduction, air leaks, lighting and locomotive idling among others. Through the Environmental Audit program, positive findings are given for areas where facilities are going above and beyond regulation and implementing innovative practices and programs to enhance environmental stewardship. In an effort to provide further assistance to Amtrak facilities, the Environmental Audit program introduced two new pilot initiatives in late 2015, described on the next page.

In addition to the full environmental compliance audits, 58 small facility assessments were performed in FY15. These assessments cover facilities and operations that present a lower environmental risk than sites included in the audit program. As with environmental audits, these assessments require development of a CAP for any issues identified, and for the facility to provide regular reports until all findings are closed.

In 2015, Amtrak received one fine of $1,000 for environmental non-compliance.

ENVIRONMENTAL COMPLIANCE PILOT PROGRAM

The Amtrak Environment and Sustainability group and the Environmental Audit group support operational facilities to understand requirements and achieve compliance. Our Environmental Performance and Assistance program is designed for Amtrak facilities demonstrating chronically low environmental audit scores that require additional assistance to develop and enhance practices to comply with environmental requirements. The pilot program provides a concentrated period of outreach and assistance to provide regulatory training, audit program training and participation in facility walk-throughs with an experienced auditor. The goal is to proactively identify issues and help design robust solutions. The program also includes a comprehensive, non-scored environmental audit followed by the development of corrective actions that focus on long-term preventive measures.

Additionally, the Amtrak Environmental Compliance Outreach and Assistance program was developed to provide Amtrak facilities with tools to help sustain strong environmental performance. Facilities may seek environmental compliance outreach and assistance from this program during non-audited years. Compliance assistance varies by facility and often includes: document review, regulatory interpretation, performance of multi-media or single-media environmental audits, program evaluation and review of best practices from other Amtrak facilities or other organizations.

Sanford, Fla. Auto Train *employees clean up the train yard on Earth Day.*

Employees at Philadelphia 30th Street Station proudly fashion the most current uniform standards.

Human Capital

Employees are at the heart of the Amtrak mission to move America where it wants to go. Developing the human capital in our workforce is critically important for us to achieve superior safety, customer service and financial excellence. To maintain and operate the nation's intercity passenger rail network, Amtrak employs more than 20,000 people across the country in a variety of roles. We offer a wide array of training and development programs to support and develop leaders throughout the company. In 2015, we moved forward with several new training initiatives and an Amtrak Training & Employee Development (TED) strategy project. Amtrak reviews the Human Capital (HC) vision annually to ensure alignment with our corporate strategy.

HC functions range from leadership development to labor relations to wellness. We are committed to being an equal opportunity employer, and we adhere to all labor and employment laws in the jurisdictions in which we operate.

Amtrak is proud to have received recognition for workplace excellence by earning a spot in Forbes Magazine's first-ever America's Best Employers 2015. We made the list of 500 employers across 25 industries where the workers like their jobs enough to tell others. Listed under the transportation and logistics category, Amtrak was chosen based on Forbes' independent survey of 20,000 workers throughout the U.S. to see which companies were the best. The Forbes recognition is one of several awards citing Amtrak as a great place for a career. Amtrak was mentioned in:

- Military Friendly® Top 100 List, published annually in G.I. Jobs®;
- Military Spouse and Vetrepreneur magazines; and
- 2015 STEM Jobs℠ Approved Employer by Victory Media, which connects professionals in transition with education and career opportunities.

Amtrak employee values

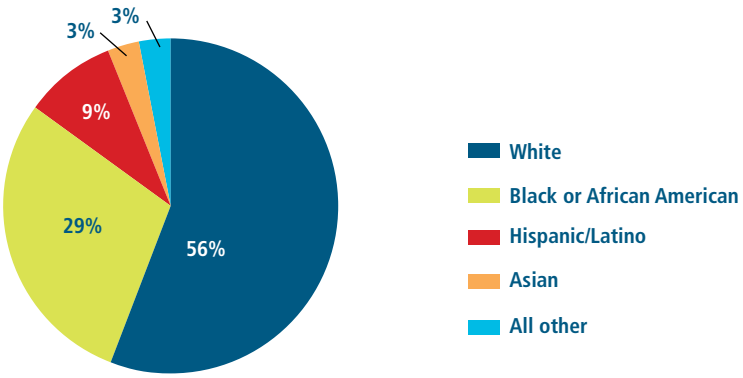
Amtrak is committed to seeking out, hiring and promoting those people who embody the characteristics necessary for high performance. Individual behaviors that Amtrak values in its employees are:

- Commitment to safety
- Integrity
- Spirit of service
- Desire to improve
- Respect
- Entrepreneurial spirit
- Accountability
- Humility
- Forgiveness

WORKFORCE COMPOSITION

We strive to foster a diverse workforce that mirrors the diversity of the passengers we serve. Women represent 23 percent of our workforce, and more than 43 percent of our workforce is made up of personnel that identify as minorities. We maintain partnerships with affinity and internal employee resource groups such as the Veteran Employee Resource Group and Women in Leadership Group, in order to help us attract diverse, qualified candidates.

Employee diversity



Employee type by gender (level)

Employee type	Number of male employees	Number of female employees
Manager/Executive	1,248	363
Non-managerial	14,447	4,276

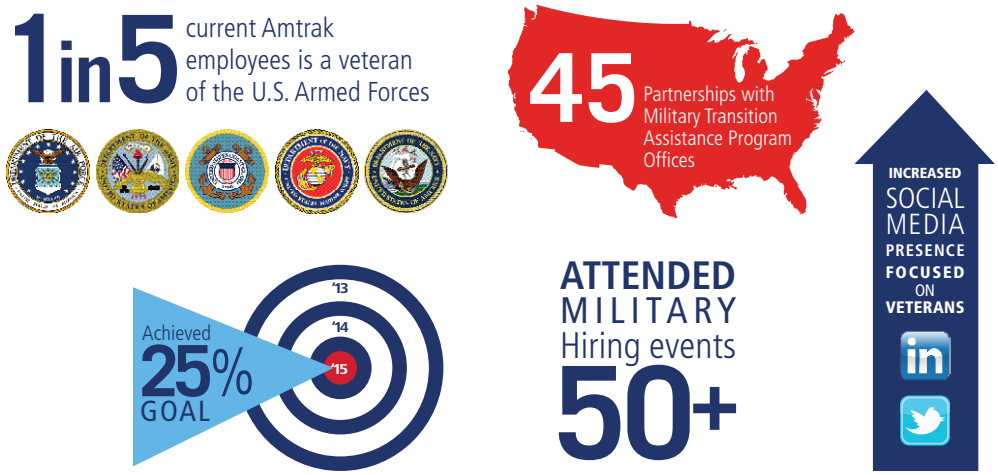
AMTRAK PRESIDENT'S SERVICE & SAFETY AWARDS

The annual President's Service & Safety Awards (PSSAs) bring together Amtrak employees and families from across the country, serving as a company tradition for more than 30 years. The PSSAs celebrate employees who set the example for an already outstanding workforce. Awards are given for excellence in the categories of achievement, customer service, leadership, innovation, living our values, safety achievement, safety committee of the year, diversity, Amtrak champion, sustained excellence and valor.

An example of a 2015 winner in the excellence in customer service category is Peggy Fleming, a sleeping car attendant for the Long Distance business line. Peggy started her career with Amtrak in 1999 as a train attendant based in Los Angeles. Peggy has served in this capacity throughout her 16-year career, and she has consistently earned high praise from her customers for her outstanding service. One out of every four complimentary letters for service on the *Southwest Chief* is for Peggy. "Entering Peggy's sleeper car is like entering her home—that is how well she treats all of her passengers," said one of her customers. In one case, a customer told Peggy she was not feeling well. Peggy took care of her by waking her up at regular intervals so she could take her medicine on time, while also using her own phone to call the customer's daughter to keep her informed about her mother.

Another passenger recognized Peggy for her thoughtfulness, her attention to detail and her commitment to make personal connections. "During the course of the trip she made sure all our questions were answered and our needs attended to. And by breakfast the next morning, Peggy greeted every single passenger by first name—something that my partner and I could only describe as remarkable."

Amtrak has made a commitment to hire those who have served our country. We believe veterans bring unique skillsets that help them be successful in their careers at Amtrak. For 2015, we set a goal that 25 percent of our new, external hires would be former military members. Amtrak exceeded that goal, with 26 percent of all new hires being veterans, or 625 total. We are continuing this initiative with a similar goal for 2016.



Employee benefits

Amtrak offers competitive benefits packages to our employees. We focused on continuing to improve our Amtrak Total Rewards program in 2015, which offers an integrated rewards package, including salaries and benefits. This program supports our employees' personal and professional lives and is competitive with programs offered by many Fortune 500 companies. It also reflects compensation linked to employee performance and goal achievement.

Labor relations

Of our more than 20,000 employees, more than 17,000 of them are represented by 12 different labor unions. Employee turnover is very low among these agreement employees. All wage and rule negotiations opened in 2015 and continue under the Railway Labor Act. The Amtrak Labor Relations team is committed to labor and management collaboration and problem resolution to allow us to continue to meet the operational and business needs of the company. Additionally, the Labor Relations team has responsibility for contract negotiations, labor arbitration and training.

Employee type (agreement vs. non-agreement)

Employee type	Number of male employees	Number of female employees
Agreement	13,605	3,678
Non-agreement	2,090	961

TRAINING AND DEVELOPMENT

Amtrak prepares our leaders to meet the challenges of tomorrow and achieve its Strategic Plan by ensuring employees have the tools, resources and information necessary to create a fully engaged workforce; developing strong, enduring relationships across the business; meeting new challenges with curiosity and collaboration; and helping to identify and nurture our next generation of leaders. The HC Training and Development group delivers technical skills training for employees in the Customer Service, Engineering and Mechanical departments. Additionally, it provides core training programs that ensure compliance with regulatory training mandates and improve employee performance. Amtrak has Training and Development staff located in 19 facilities across the country.

A project to build an Amtrak-wide Training and Employee Development (TED) strategy began in 2015. The TED strategy will serve as a blueprint for transforming Amtrak into a learning culture and contributing to an environment that develops, attracts and retains talented staff and offers ongoing development and growth opportunities for colleagues who have made Amtrak the great organization it is today. The project focuses on ensuring:

- Employees are getting the training they need when they need it;
- All employees are receiving consistent training on non-job specific topics—for example, CPR, professional development, management skills, etc.;
- Amtrak is implementing the most effective and efficient use of training dollars to ensure employees have access to the best education possible; and
- Amtrak is providing learning opportunities to build employee skills for future career opportunities.

AMTRAK LEADERSHIP DEVELOPMENT EXCELLENCE

The Amtrak Leadership Development Excellence (ALDE) program is the company's newest training opportunity designed to develop strong leadership skills and support succession planning. ALDE is a three-part program designed to: provide attendees with the critical skills necessary to succeed; empower participants to lead, manage and coach effectively; and help participants create meaningful relationships with their teams and others across the organization.

ALDE Part 1 involves three days of classroom learning that engages and challenges each participant's abilities and ways of thinking on critical leadership skills. Using a personal assessment tool, ALDE participants learn how individual personality characteristics influence productivity, teamwork and communication. Following classroom learning, they apply their learning on the job through activities designed to support the ongoing development of new skills and behaviors.

ALDE creates a shared understanding of what it means to be an effective leader at Amtrak and supports the ongoing development of a learning culture that recognizes our people as our most valuable asset. More than 800 managers attended one of the approximately 40 ALDE sessions held in 2015. We will continue offering the ALDE Part 1 program in 2016.

"Bringing the mission and vision to life made it possible for me to see how I can impact change. It made me realize how we can deliver on the mission on our team, in our location. We have the power to make change and we can do things at the local level." —Sean Paul, Assistant Superintendent Road Operations

Succession planning and talent acquisition

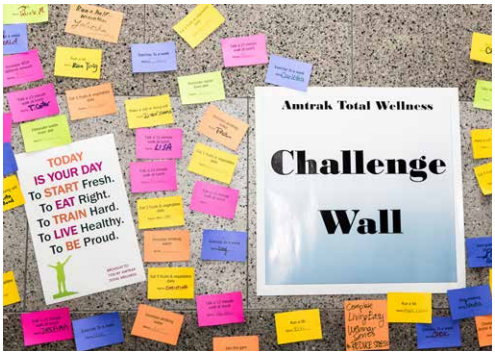
Amtrak has a dedicated workforce with extensive institutional knowledge. As a large number of our employees approach retirement age, we are focused on succession planning and talent acquisition to ensure the sustainability of our operations. We are identifying succession plans for many roles throughout the company, focusing on the most critical roles first. In our hiring processes, we are focusing on hiring those who reflect Amtrak values and are working to train and develop them so they are successful in their careers at Amtrak. In 2015, we expanded the scope of our succession planning to focus not only on our most senior leaders, but also the successors to those positions. Because of this, we now have a better understanding of our talent pipeline. Amtrak plans to expand this effort further in 2016.

There is valuable information to be gained from employees who choose to move their careers to other organizations. To contribute to our broader retention efforts, in 2015 we relaunched an exit survey applicable to non-agreement employees who leave Amtrak voluntarily. We aim to use the data from these surveys to identify our strengths as well as opportunities for improvement.

Employees by age group

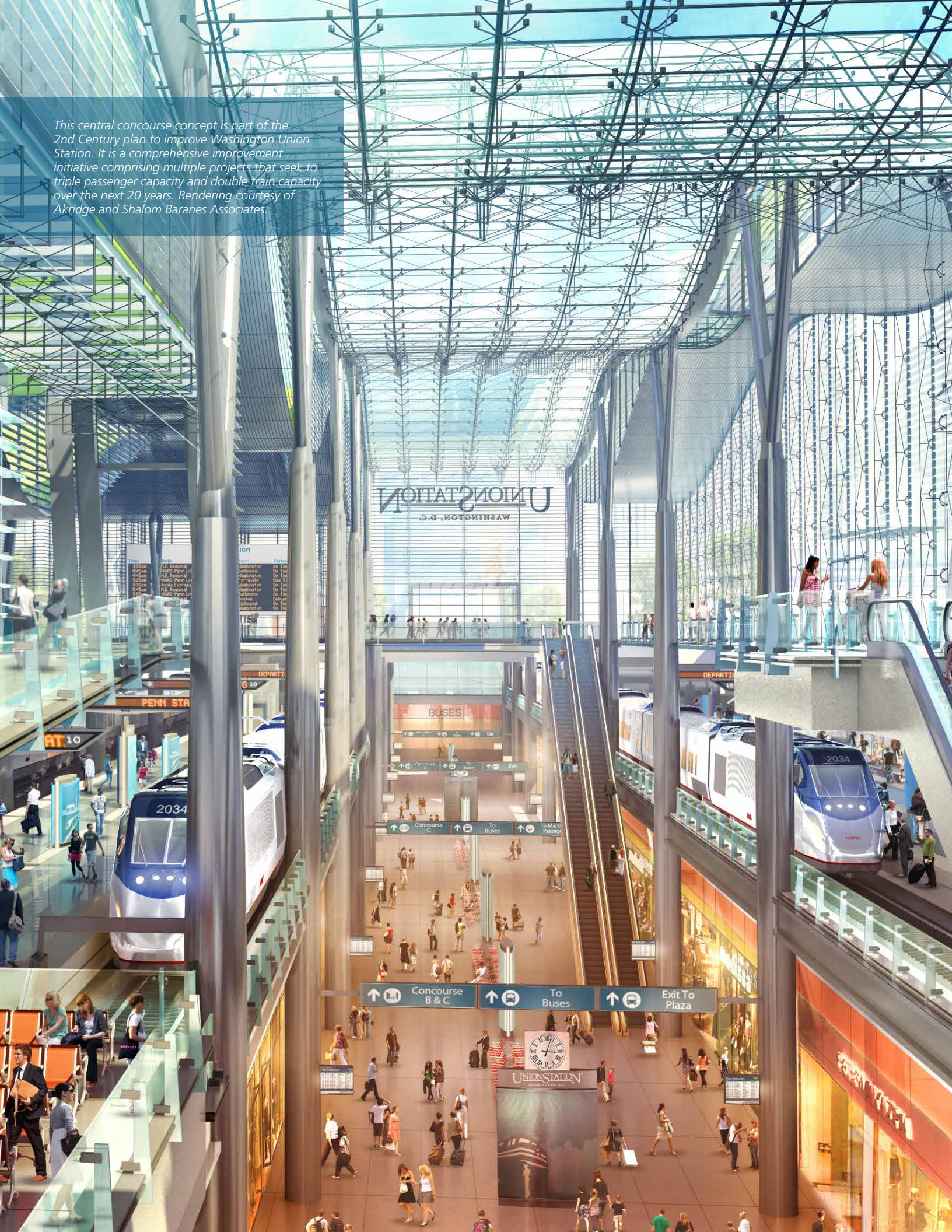
Age group	Percent total employees
Under 30	12.4%
30-50	44.6%
Over 50	43.0%

EMPLOYEE WELLNESS



Amtrak Total Wellness, our employee wellness program, offers a wide array of services for our employees, including online health assessments, on-site flu shot clinics, and discounts for gyms and weight loss programs. In 2015, the Amtrak Employee Assistance Program was redesigned to offer new services that focus on enhancing the lives of employees and their households. New services include free counseling sessions with an experienced, licensed counselor to address a range of topics from family issues to achieving personal goals, legal consultations, financial consultations, and elder and child care referrals. On-site Amtrak Total Wellness events take place across the country and encourage employees to consider their personal well-being while challenging them to experiment with new healthy behaviors and contribute to healthy habits. The importance of family wellness is also recognized, and family members are able to participate in many of the wellness offerings at Amtrak.

In June 2015, Amtrak Total Wellness hosted an event at Union Station in Washington, D.C. Employees were provided with a Passport to Total Wellness and used it to collect stamps at a variety of wellness stations. Participants learned that total wellness extends far beyond exercising and a healthy diet to include issues such as reducing stress, sleeping, creating a budget and planning for retirement. For each participant, the day culminated in posting a personal challenge on the Challenge Wall. Some of the challenges included getting a physical, increasing a 401k deferral amount, running a 5k, trying a yoga class, creating a monthly budget, seeing a counselor, taking a daily walk and even starting a gratitude journal. A similar event was held in September at the Los Angeles Mechanical Yard.



This central concourse concept is part of the 2nd Century plan to improve Washington Union Station. It is a comprehensive improvement initiative comprising multiple projects that seek to triple passenger capacity and double train capacity over the next 20 years. Rendering courtesy of Akridge and Shalom Baranes Associates.

Planning for the future

One of the most important parts of our job at Amtrak is planning for the future of rail in America. As our nation focuses on the availability of more sustainable and efficient transportation, we anticipate the demand for rail continuing to grow in decades to come. With many young adults flocking toward cities, avoiding automobile ownership and exhibiting an increased environmental awareness, interest in passenger rail continues to grow. To ensure our service capacity meets future demand, we are conducting long-term planning for our routes, trains and stations. Our ultimate goal is to add more frequent and higher-speed service and to introduce newer and more efficient locomotives and train cars to our fleet. This is particularly important along the capacity-strained NEC, where we have a dedicated team, the Northeast Corridor Infrastructure and Investment Development (NECIID) group, which plans for major improvements and service innovations. We can only achieve our vision for the Amtrak of the future if we act today to enhance the resiliency and sustainability of our network of tracks, bridges, tunnels and trains.

FLEET MANAGEMENT

Amtrak owns and operates roughly 500 locomotives and 1,500 passenger cars across the United States, most of which will run 150,000 miles in an average year. We work diligently to extend the useful life of our existing fleet where practicable, while procuring new, more energy efficient cars and trainsets to replace outdated equipment and expand service. We are proud of our ability to keep our existing equipment running on a reliable basis, maximizing the company's limited resources.

The Amtrak mechanical department uses a robust preventive maintenance (PM) program to maximize our fleet's time in service. We conduct daily inspections of all our locomotives before they enter service. Every 92 days, each locomotive is taken out of service for two or three days to receive scheduled PM. We also have 180-day and 365-day maintenance, during which additional work is conducted to keep locomotives operating safely and efficiently.

In 2015, we brought on line additional ACS-64 electric locomotives for use on the NEC and began retiring electric locomotives that had been in operation for more than 25 years. We expect to save nearly $300 million in energy costs as well as reduce GHG emissions over the next 20 years based on the higher efficiency of the ACS-64 locomotives and their regenerative braking capabilities that return power to the electric grid. By replacing aging equipment, we are also reducing mechanical failures, which has significantly reduced delays and improved on-time performance throughout the NEC. We also introduced 70 baggage cars manufactured by CAF USA and commissioned them into service across the country.

Looking to the future, we devoted time in 2015 to evaluate the feasibility and costs of extending the service lives of our P40/P42 diesel locomotives used outside the NEC and our Amfleet I cars used primarily for *Northeast Regional* service. The first step included an assessment of structural condition and whether the equipment structures can support another 20 years of service. The next step will involve assessing the internal components and, in the case of Amfleet I cars, determining whether the interiors can be updated to meet the expectations of customers over the next 20 years, including updating ADA-related accessibility considerations.

These evaluations will form the basis of business cases to support decisions by Amtrak's Board of Directors on the investments required to meet our future fleet needs. Currently, these decisions are expected in 2017. In addition, we expect to initiate a similar assessment of Superliner I cars during the last quarter of 2016.

FUTURE HIGH-SPEED RAIL TRAINSETS AND EXPANDED SERVICE

With ridership greater than 30 million passengers in each of the past five years, we recognize the importance of not only maintaining our current fleet, but looking ahead to support increased ridership years into the future. We continue to plan for procurement of new trainsets for our high-speed rail fleet. The *Acela Express* fleet is more than 15 years old, and high-speed rail technology has improved significantly since these trains came into service. During 2015, we received proposals from vendors to supply 28 trainsets, with a plan for the trainsets to enter revenue service by the end of 2022.

The new trainsets will provide many benefits for our customers and our company. The current *Acela Express* equipment weighs 21 metric tons; the new equipment will weigh 17 tons, providing improved energy efficiency and reducing wear on our infrastructure. The new trainsets will be fully ADA compliant. Our proposal to procure the new trainsets includes an additional contract with the prospective builder to provide spare parts for the full life of the trainsets, which will reduce financial and inventory risk to Amtrak.

We look forward to introducing the new trainsets into service within the next five years. Since we are procuring 28 trainsets, we will be able to significantly increase service along the busy NEC by adding eight more trains per day. Once eight of the 28 new trainsets enter service, we will begin retiring the existing *Acela Express* fleet. We are currently studying the feasibility and financial viability of extending the life of the current *Acela Express* trainsets in a different application along the NEC.

Updates on this important and ongoing initiative are posted on NEC.Amtrak.com.

NEXT GENERATION SERVICE PLANNING

While the age of infrastructure and the state of good repair of our equipment are key considerations for future planning, we must also consider growing capacity needs for our network, particularly in the NEC. We expect that the population density and continued growth of this region of the country will translate into increased demand for modernized and expanded stations with nearby district development and expanded service offerings.

In response, Amtrak has developed a vision for building the next generation (NextGen) high-speed rail service on the NEC by 2040. The Amtrak NextGen vision proposes dramatic trip time reductions between major cities, more frequent train service and new, dedicated infrastructure for high-speed trains, while upgrading and enhancing existing infrastructure along the NEC.

The success of this vision is only possible through strategic, long-term planning and engagement of federal and state governments, private partners, host railroads and communities. While short-term projects are underway, major investments related to NextGen high-speed rail must await the outcome of the FRA's NEC FUTURE process, which examines the expansion plan for the NEC. The NEC FUTURE process will ultimately determine Amtrak's ridership capacity and determine the

future of rail in the eastern United States. One important part of the NEC FUTURE program is the Environmental Impact Statement (EIS) and a service development plan, which is a detailed plan for proposed intercity passenger rail service. The EIS is required by the National Environmental Policy Act (NEPA) and examines the possible impacts of rail service expansion along the NEC. The NEC FUTURE draft EIS presents several alternative scenarios and assesses their potential environmental, economic and transportation impacts. It was released for public comment from November 2015 through February 2016. The FRA is coordinating with Amtrak on this effort primarily through the NEC Commission, which is the federally-mandated organization established to promote mutual cooperation and planning for the NEC. Members include U.S. Department of Transportation (USDOT), the corridor states and District of Columbia, Amtrak and non-voting representatives of the freight railroads who operate over the NEC.

Amtrak believes that we can expand our infrastructure in an environmentally sensitive way that ensures sustainable methods of transportation are available to all major metropolitan areas in the NEC. We continue to engage with our stakeholders publicly on this matter as we await the final outcome of the EIS in 2016. Following this decision, Amtrak will work to ensure consistency with the comprehensive vision for the corridor.

Major station planning

Recognizing that stations provide critical urban connection points and regional hubs, Amtrak has been conducting master planning efforts at our major stations, with a significant focus along the busy NEC. In 2014, Amtrak began a terminal development initiative to advance our station development strategy. We currently own and operate more than 2 million square feet of station properties and are currently focusing on our five biggest stations. Master planning efforts engage stakeholders throughout the community on planning-related issues to address our anticipated needs, including many issues such as capacity constraints. Unsurprisingly, our system is already experiencing capacity constraints due to increased ridership and aging infrastructure. We currently have master planning efforts underway throughout the NEC in New York City; Washington, D.C.; Philadelphia; and Baltimore—our first-, second-, third- and eighth-busiest stations in FY15, respectively. In addition, we are developing plans for Chicago Union Station, our fourth-busiest station in FY15.

GOALS FOR DEVELOPMENT OF OUR LARGEST STATIONS:

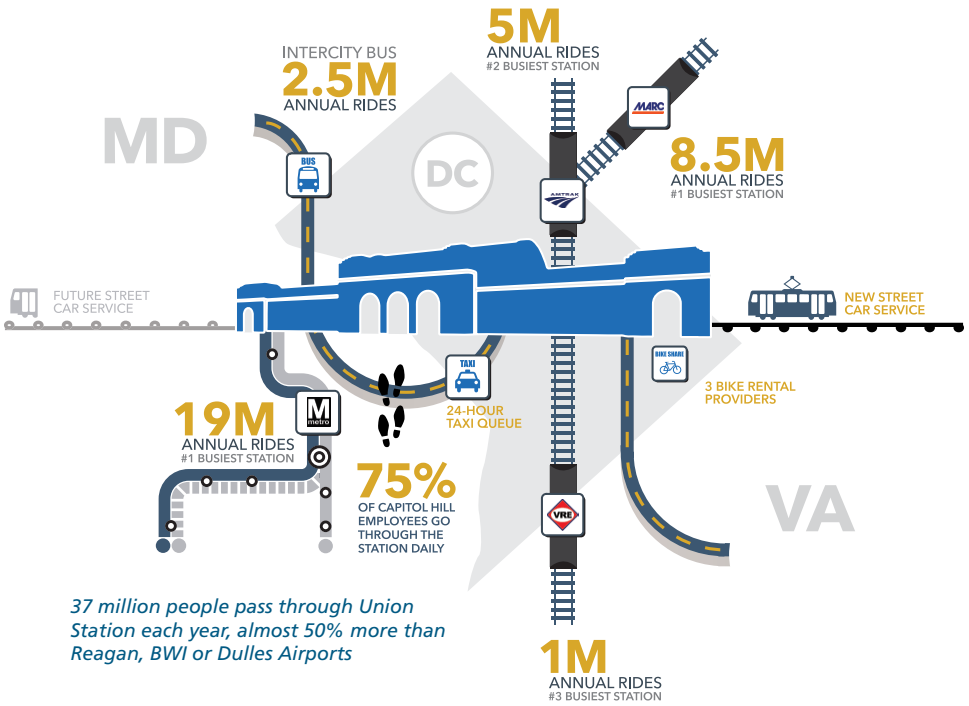
- Better utilize existing assets to drive the core business
- Realize substantial infusions of private capital
- Identify new sources of revenue that can be reinvested into the system
- Demonstrate a more sophisticated acumen for operating as a business and identify opportunities to maximize the value of Amtrak's portfolio of assets
- Improve customer experience

To learn more about these station projects or other stations throughout our network, please visit NEC.Amtrak.com and greatamericanstations.com. Key planning achievements in 2015 are summarized below.

New York Pennsylvania Station. Amtrak works with a range of partners to support the long-term planning of Penn Station in New York City. In FY15, Penn Station saw more than 10 million Am-

trak passengers, double the amount that passed through our second-busiest station. This station is a critical connection point in the NEC, and planning for the future necessitates an expanded station for Amtrak and local commuter rail services. In 2015, we contributed to major planning efforts to renovate Penn Station as well as expand into the adjacent Moynihan Station. In 2015, Amtrak provided input to the design of Moynihan Station, which is currently under construction. Once Phase 1 is complete in 2016, Amtrak will begin using this new space. For more information about ongoing projects in the New York City area, see the Gateway program discussion on page 70.

Washington Union Station. In 2015, we continued planning efforts to advance Washington Union Station's 2nd Century plan—a comprehensive improvement initiative comprised of multiple projects that seeks to triple passenger capacity and double train capacity over the next 20 years. The 2nd Century plan is informed by the 2012 Master Plan, which set a vision for both near- and long-term growth goals for the station. Washington Union Station in the District of Columbia is an extremely busy and important intermodal transportation hub for the capital region as seen in the graphic below. We continue to support an ongoing EIS for the station's long-term expansion; at the same time, design is advancing for several near-term customer and rail operations improvements. The Concourse Modernization project is expected to begin construction in 2017; when complete it will double present capacity in the rail concourse and enhance passenger comfort and accessibility. Additional information on our progress is available on NEC.Amtrak.com.



Philadelphia 30th Street Station. During 2015, we continued our planning and engagement efforts with our partners to advance the Philadelphia 30th Street Station District Plan. We introduced three vision alternatives for the future of the district and held open houses for the public to provide feedback. Upon collecting stakeholder feedback, we proposed one preferred vision for the district that was released in a draft physical framework in December 2015. Highlights of this framework, based on specific public feedback, include:

- Expanded station as district anchor

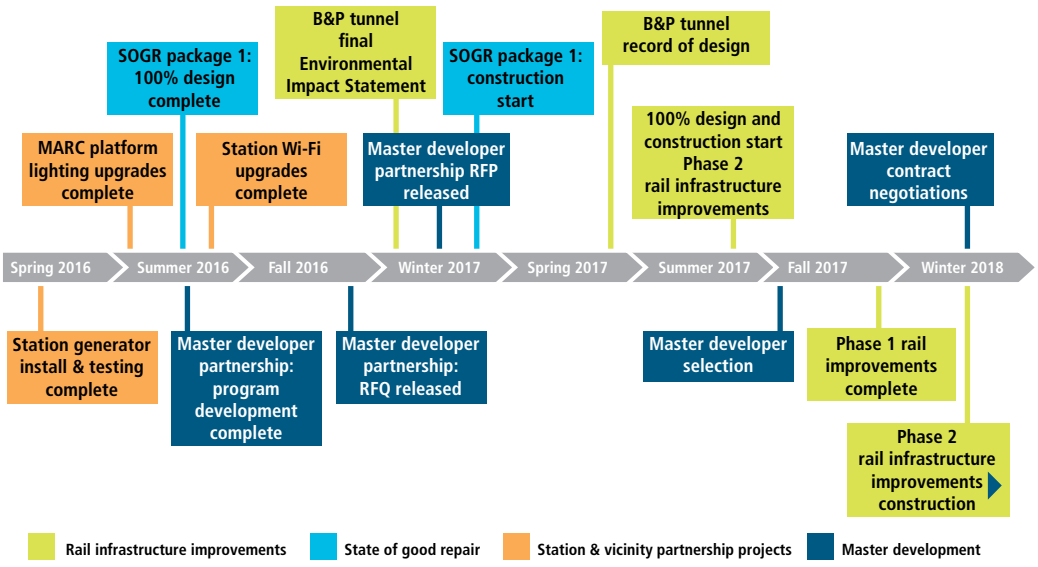
- Pedestrian-friendly public space around the station
- Improved connection to local subway system
- One or more new pedestrian bridges to Center City
- Regularized street grid extending from the neighborhood

One of the more challenging aspects of this project is the direct impact of the NEC EIS, which is currently being examined by the Federal Railroad Administration. Each plan outlined in the EIS also poses alternatives, and all aspects of our district plan were designed to be able to accommodate any of the alternatives being studied through the NEC FUTURE process for the entire NEC. We continue to engage with stakeholders and share information about the process through our NEC.Amtrak.com and phillydistrict30.com websites.

30th Street Station Redevelopment Plan open house.

Baltimore Penn Station. In 2015, Amtrak prepared for the release of a request for information seeking a master developer for future projects at Baltimore Penn Station in Maryland. We are seeking to rehabilitate the great architecture of the station to bring it to a state of good repair and set the stage for future expansion and development of Amtrak-owned property in the surrounding area. Amtrak owns a total of 37 acres at Baltimore Penn Station, including approximately three acres of prime parcels available for transit-oriented development. We expect to release a request for qualifications in Fall 2016, with a master developer to be selected in 2017. Our full program timeline is shown in the graphic below. In 2015, we started design work for high-priority state of good repair projects, such as a new roof, renovations of the cellar and relocation of associated facilities to address floodplain issues.

Baltimore Penn Station development project timeline



Chicago Union Station. We reached a major milestone during 2015 with the announcement of the development program for Chicago Union Station, in partnership with the City of Chicago, Metra and the Regional Transportation Authority. Amtrak and our three partners have agreed to jointly fund design services for improvements to address the most immediate passenger capacity, service, safety, accessibility and mobility issues in and around the station. This will advance work for renovation, including an expanded concourse, expanded and added entrances, widening of platforms, ADA compliance, pedestrian passageways and improved ventilation. We expect design work for these aspects to be completed in 2017. In the near term, Amtrak began work at the end of 2015 to improve station staircases and to double the size of the passenger lounge at the station. More information about the station's master plan is available at unionstationmp.com.

SUNNYSIDE YARD EXPANSION PLANNING

As part of our long-term NextGen vision, we are working to expand our capacity in the New York City area. We expect an increase in the number of trains running throughout the NEC, which necessitates more capacity at rail yards and maintenance facilities. Planning for expanding our Sunnyside Yard in Queens, N.Y. is one of our ongoing design projects that will support post-Gateway program operations many years into the future. In 2015, the Amtrak Engineering Design group completed design work to add new tracks to support more trainsets at Sunnyside Yard, as well as buildings to house the trains when not in use. This design work was conducted in accordance with Amtrak green building guidelines, based on the International Green Construction Code. Our design incorporates sustainability considerations such as land use, material conservation, energy and emissions reductions, water conservation and indoor air quality, among others.

Expanding service

We continue to see increased demand for rail transportation services along the NEC as well as in multiple sections along our national network. We work with host railroads, state partners and communities to evaluate the possibility for new, reinstated or increased service to provide passengers more options for their travels. As previously mentioned, our ability to procure new trainsets for high-speed rail in the NEC will allow us to add eight trains per day, increasing our capacity on this important corridor, particularly between Boston and New York City. We are also studying the feasibility of high-speed service on the 123-mile corridor between Washington, D.C. and Richmond, Va., as described in more detail on NEC.Amtrak.com. Additional examples of ongoing studies for expanded service are described below.

Gulf Coast service restoration. In 2015, the Southern Rail Commission (SRC) appointed Amtrak to evaluate potential service restoration options along the Gulf Coast. From 1993 through 2005, Amtrak operated an extension of the *Sunset Limited* through the region, as part of a transcontinental Los Angeles-Florida run. For various reasons, including the route length, on-time performance suffered and thus hindered the train's ridership and its financial performance. Since Hurricane Katrina in 2005, service has been suspended east of New Orleans. Working with the SRC, Amtrak released

Crowds gathered to greet Amtrak's Inspection Train in Geaux, Fla.

a report in December 2015 outlining several alternatives to restore service in the corridor between New Orleans and Orlando, balancing operating costs and ridership benefits. To learn more about this initiative and read the *Potential Gulf Coast Service Restoration Options* report prepared by Amtrak, visit southernrailcommission.org.

Expanded service in the Midwest. We continue to see high demand for several of our state-supported routes in the Midwest. Our *Hiawatha Service* between Chicago and Milwaukee served nearly 800,000 passengers in FY15. Along this corridor, nearly 99 percent of air-rail passengers travel by rail and only 1 percent use air travel. Because of this, we are engaged in several feasibility studies to add three more daily round-trip trains along this corridor. In addition, we conducted a study on behalf of the Departments of Transportation for Minnesota and Wisconsin to determine the feasibility of a second daily intercity train between Chicago and St. Paul, Minn., with potential for extensions into Minneapolis and St. Cloud, Minn. The final feasibility report is available on MNDOT's website. Lastly, we contributed to an EIS to study the increased frequency of trains and higher speeds along the Detroit-Chicago corridor. We expect the findings of the EIS to be released in 2016. Throughout these processes, we are engaging with our state partners, regulatory agencies and various departments within Amtrak to determine feasibility and funding requirements for the possible expansions.

RESILIENCY PLANNING

Our country-wide infrastructure traverses a wide variety of terrains and climates. Understanding current and future potential threats across our system is imperative to the sustainability of our business. In recent years, we have witnessed an increased frequency of extreme weather events. Such weather events have caused major disruptions to transportation systems like ours. In 2015, we continued to respond to ongoing challenges in the New York City area due to tunnel and signal damage incurred during Superstorm Sandy. For future planning, we have established groups focused on the long-range resiliency of our assets and infrastructure.

The Amtrak NECIID group has embarked on a multiyear effort to understand the risks and impacts to NEC assets as a result of predicted climatic changes, including temperature extremes, storm and precipitation intensification, and the potential for sea level rise. The NEC is Amtrak's most essential section of track connecting numerous metropolitan areas. This corridor connects eight states and the District of Columbia and supports a $2.6 trillion dollar economy. Along the NEC, Amtrak provides access and/or operational support to eight commuter lines and six freight operations. The NEC proximity to the eastern Atlantic seaboard makes this corridor susceptible to climate change-induced impacts, especially sea level rise and increased storm surge. The information from the study is intended to help Amtrak anticipate and prepare for the operational challenges of future climate changes and help shape capital investment priorities. In 2014, we completed the first phase of this program, conducting a literature review of climate change data and a benchmarking study of how other transportation agencies are addressing vulnerabilities.

With this review came a deeper understanding of potential risks and vulnerabilities, and in November 2014, Amtrak created a cross-functional subcommittee to specifically look at climate change issues. This committee—composed of representatives from the NECIID, Environment and Sustainability, Engineering, and Emergency Management and Corporate Security departments—rolled out the second phase of this important program in 2015. We conducted a detailed pilot study for climate change vulnerabilities along a 10-mile radius of a key segment of the NEC for several climate

stressors including precipitation, extreme temperatures, sea level rise and wind. The main objectives of the pilot study were to assess Amtrak's asset vulnerabilities within the study area and to set up a framework and methodology that can be repeated along other stretches of the corridor. Moving into 2016, we plan to conduct an adaptation analysis of this same pilot area.

The Amtrak Veterans Locomotive 642 serves as a company-wide tribute to all those who served in the United States Armed Forces. It entered into service along the NEC in June 2015.

GATEWAY PROGRAM 2015 MILESTONES

The Gateway Program aims to preserve service and enhance resiliency along the busiest stretch of the NEC and double capacity to respond to growing demand. As seen in the map below, the Gateway Program includes several projects over roughly 10 miles from Newark, N.J., to Penn Station in New York City.

The Gateway program achieved a key milestone in 2015, when the governors and senators of New York and New Jersey reached agreement to develop a funding and finance plan for a roughly $20 billion trans-Hudson tunnel program, including a governance structure to advance its planning, design and construction. The funding and finance plan will be developed jointly by the states of New York and New Jersey, the federal government and Amtrak. In 2016, the Federal Railroad Administration began the EIS for the Hudson Tunnel Project—the first major element of the Gateway program—to construct a new two-track tunnel in order to repair and rehabilitate the existing North River Tunnel while maintaining uninterrupted service. These two new tunnels are a critical element for relieving the bottleneck in the New York City region that currently limits expanding capacity along the NEC.

Additionally, we advanced construction of the Hudson Yards Right of Way Preservation project to preserve the tunnel pathway under the Hudson Yards project, where millions of square feet of office, residential and park space are being constructed on a deck over two city blocks of rail yards. Amtrak has constructed a concrete tunnel casing to protect the future tunnel pathway through this area, even as the construction of major office buildings proceeds ahead of the rail tunnel construction.

We hope to achieve our vision for the Gateway program by 2030 through engagement with our partners on the many projects along this corridor. For status updates on this important project, please visit NEC.Amtrak.com.

The Acela Express *celebrated its 15th anniversary in December 2015. This trainset is capable of reaching speeds of 150 mph over portions of current NEC infrastructure.*

GRI index

The indicators below are from the Global Reporting Initiative's (GRI) G4 guidelines. We declare this report to be in accordance with the G4 core in accordance model. Our 11 material issues are mapped against the GRI aspects for specific standard disclosures[1]. DMA indicates disclosures on management approach.

General standard disclosures		Report section or external reference
Strategy and analysis		
G4-1	CEO message	President's letter
Organizational profile		
G4-3	Name of organization	About Amtrak
G4-4	Primary brands, products, services	About Amtrak
G4-5	Location of headquarters	Washington, D.C.
G4-6	Number of countries	About Amtrak
G4-7	Ownership and legal form	About Amtrak; Funding availability
G4-8	Markets served	About Amtrak
G4-9	Scale of organization	About Amtrak
G4-10	Total workforce	Workforce composition; Appendix; Statistics on contractor workforce are not collected at this time
G4-11	Workforce covered by collective bargaining agreements	Labor relations
G4-12	Organization's supply chain	Economic and social benefits of rail
G4-13	Significant changes in organization	No significant changes in 2014
G4-14	Precautionary approach	Risk management and materiality assessment
G4-15	External initiatives	American Public Transportation Association Sustainability Commitment, UIC Sustainability Declaration, UIC Railway Climate Responsibility Pledge
G4-16	Memberships in associations	American Association of Railroads, American Public Transportation Association
Identified material aspects and boundaries		
G4-17	Operational structure	About Amtrak; Business line overviews
G4-18	Process for defining report content	Risk management and materiality assessment
G4-19	Material aspects	Risk management and materiality assessment
G4-20	Aspect boundaries — within organization	Risk management and materiality assessment
G4-21	Aspect boundaries — outside organization	Risk management and materiality assessment; This report only addresses data and topics from the perspective of Amtrak's control.
G4-22	Restatements of information	Spills
G4-23	Significant changes in scope and boundaries	No significant changes in 2015

General standard disclosures		Report section or external reference
Stakeholder engagement		
G4-24	Stakeholder groups	Stakeholder engagement
G4-25	Identification of stakeholders	Stakeholder engagement
G4-26	Approaches to engagement	Stakeholder engagement; Engagement with partners at Canadian stations; Chicago Blue Ribbon Panel; Southwest Chief service funding; Community engagement in San Diego
G4-27	Response to stakeholder concerns	Stakeholder engagement
Report profile		
G4-28	Reporting period	About this report
G4-29	Date of previous report	Our sustainability story
G4-30	Reporting cycle	Our sustainability story
G4-31	Contact point	About this report
G4-32	GRI index	GRI index
G4-33	External assurance	Amtrak seeks external assurance of the company's Scope 1, 2 and 3 emissions. This assurance statement is available in our CDP response.
Governance		
G4-34	Governance structure	Governance and ethics
Ethics and integrity		
G4-56	Values, principles, standards	Governance and ethics

Specific standard disclosures				
Material aspect	**Amtrak material issue**	**Indicator**		**Report section or external reference**
Economic				
Economic performance	Funding availability; Operational efficiency	G4-DMA	Economic performance	Operational efficiency
		G4-EC1	Direct economic value	Operational efficiency
		G4-EC2	Climate change financial implications	Resiliency planning; CDP response
		G4-EC4	Financial assistance received from government	Funding availability
Indirect economic impacts	Next generation service planning; Infrastructure protection and resiliency planning	G4-DMA	Indirect economic impacts	Economic and social benefits of rail
		G4-EC7	Infrastructure investments	Economic and social benefits of rail; Next generation service planning; Resiliency planning
		G4-EC8	Indirect economic impacts	Economic and social benefits of rail
Environmental				
Energy	Energy	G4-DMA	Energy	Energy
		G4-EN3	Energy consumption within organization	Energy consumption
		G4-EN6	Reduction of energy consumption	Energy and emissions reduction projects
Emissions	Energy	G4-DMA	Emissions	Emissions
		G4-EN15	Direct GHG emissions	Emissions
		G4-EN16	Indirect GHG emissions	Emissions
		G4-EN17	Other indirect GHG emissions	Emissions

Specific standard disclosures				
Material aspect	**Amtrak material issue**	**Indicator**		**Report section or external reference**
		G4-EN18	GHG emissions intensity	Emissions
		G4-EN19	Reduction of GHG emissions	Energy and emissions reduction projects
		G4-EN21	NOx, SOx and other air emissions	Emissions
Effluents and waste		G4-DMA	Effluents and waste	Waste reduction and recycling
		G4-EN23	Waste by type and disposal	Waste reduction and recycling
		G4-EN24	Significant spills	Spills
Compliance	Regulatory compliance	G4-DMA	Compliance	Environmental compliance
		G4-EN29	Significant fines and sanctions	Environmental compliance
Labor practices and decent work				
Employment	Workforce planning, talent acquisition and retention	G4-DMA	Employment	Human Capital
		G4-LA1	Total number and rates of new employee hires and turnover[2]	Human Capital, Workforce composition
Occupational health and safety	Worker safety	G4-DMA	Occupational health and safety	Employee safety
		G4-LA6	Injury and absenteeism rates[3]	Safety performance
Training and education	Workforce planning, talent acquisition and retention	G4-DMA	Training and education	Training and development
		G4-LA10	Programs for skills management	Training and development
Diversity and equal opportunity		G4-DMA	Diversity and equal opportunity	Workforce composition
		G4-LA12	Employee diversity[4]	Workforce composition; Succession planning and talent acquisition
Society				
Compliance	Regulatory compliance	G4-DMA	Compliance	Governance and ethics
		G4-SO8	Significant fines and sanctions	Food and beverage service; Accessibility
Product responsibility				
Customer health and safety	Passenger safety	G4-DMA	Customer health and safety	Passenger safety
		G4-PR1	Percentage of products reviewed[5]	Passenger safety; Resiliency planning
Product and service labeling	Customer service	G4-DMA	Product and service labeling	Customer focus
		G4-PR5	Customer satisfaction	Customer satisfaction

Omissions
In several cases, Amtrak does not meet every aspect of a GRI indicator requirement; these omissions are explained below.

1 Security and emergency preparedness does not link directly to a GRI aspect. We have chosen to disclose the number of risk assessments and the number of first responders trained as indicators for this topic.
2 Amtrak does not currently disclose turnover rate according to GRI guidance.
3 Amtrak cannot currently break out injuries by gender as requested by GRI and reports the safety measures the company manages, but does not have data for all of the indicators requested.
4 At this time, Amtrak does not disclose employee breakdown by job category as requested by GRI.
5 Since Amtrak transports people and not products, the percentage of products reviewed is not applicable. However, Amtrak describes its approach to ensure passenger safety and wellbeing on all trips.

Appendix

Employees by location

Employee location (U.S. state)	Number of male employees	Number of female employees
Alabama	5	0
Arkansas	26	5
Arizona	7	3
California	1,643	1,025
Colorado	56	20
Connecticut	658	71
District of Columbia	1,783	670
Delaware	1,172	260
Florida	546	171
Georgia	34	15
Iowa	2	1
Illinois	1,259	394
Indiana	554	53
Kansas	7	2
Louisiana	198	66
Massachusetts	696	153
Maryland	539	45
Maine	31	5
Michigan	180	25
Minnesota	33	10
Missouri	76	14
Mississippi	26	6
Montana	40	9
North Carolina	106	51
North Dakota	4	6
Nebraska	15	1
New Jersey	678	41
New Mexico	42	6
Nevada	15	1
New York	2,269	475
Ohio	44	10
Oregon	94	23
Pennsylvania	1,851	716
Rhode Island	198	12
South Carolina	39	10
Tennessee	3	1
Texas	125	54
Utah	38	3
Virginia	239	110
Washington	344	112
Wisconsin	45	10
West Virginia	18	0
Unknown state	21	13

Photo by Marc Glucksman

Corporate Contact Information
Amtrak
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002
Amtrak.com

Sustainability Contact Information
Celia Ann H. Pfleckl, PMP
Senior Sustainability Manager
CeliaAnn.Pfleckl@amtrak.com