



AMTRAK'S REAL ESTATE MISSION AND GOALS

Major Stations Development and Portfolio Optimization

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AMTRAK OVERVIEW

CONNECTING COMMUNITIES



Amtrak serves more destinations than the airlines – if we were an airline we’d be the 5th largest. These connections are critical to communities and the economies they rely on.

AMTRAK: STEWARDS OF A NATIONAL PORTFOLIO OF ASSETS



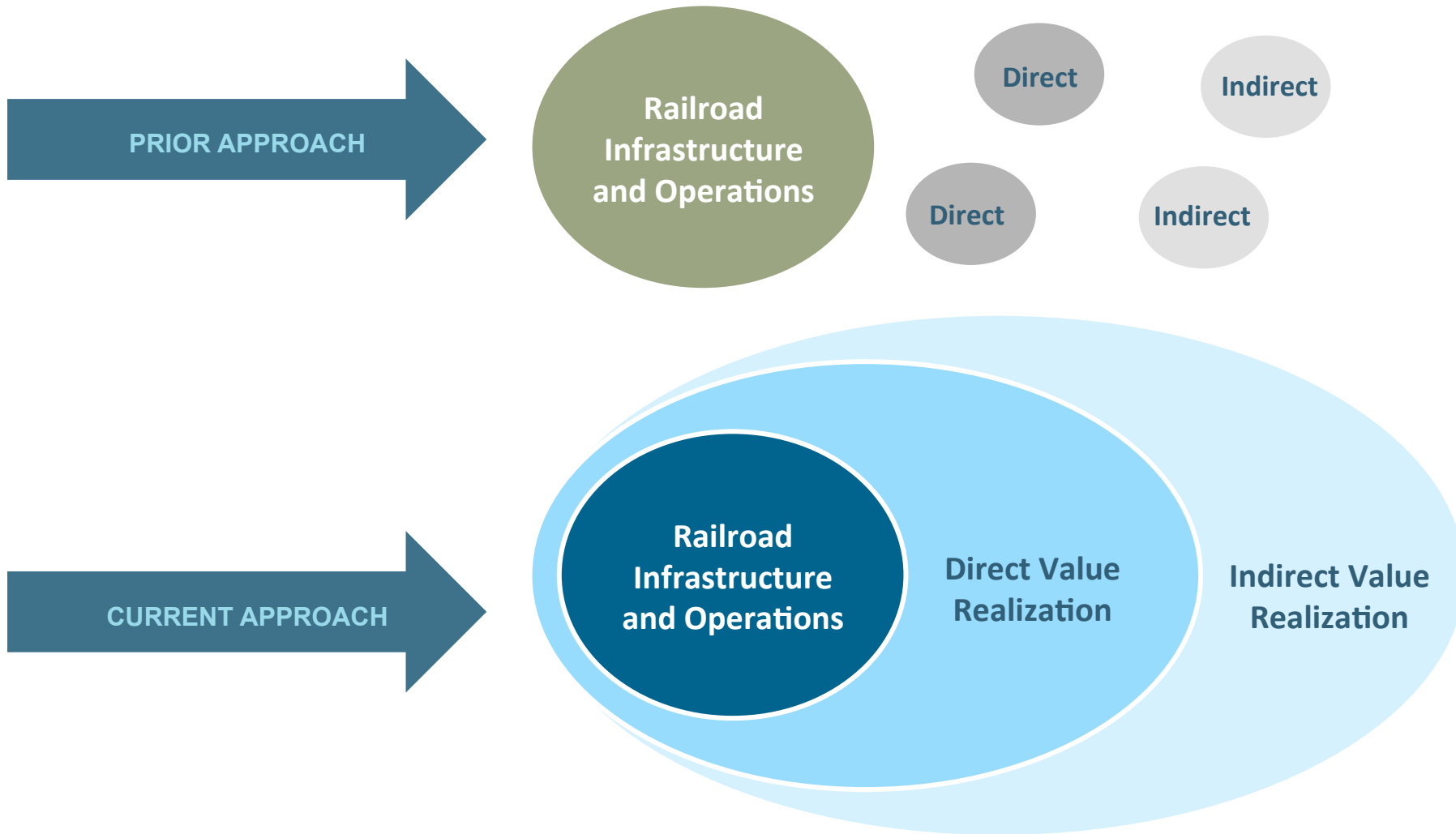
- ✓ Owns and operates over 2 million square feet of mixed-use station properties.
- ✓ Uses over 6 million square feet of maintenance facilities.
- ✓ Occupies approximately 1 million square feet of office space, both owned and leased.
- ✓ 134 station construction projects totaling \$100 million and \$5 billion under design.
- ✓ Majority of Amtrak ownership is concentrated along the busy Northeast Corridor from Boston to Washington, DC.

REVENUE GROWTH INITIATIVE

LEVERAGING ASSETS FOR REINVESTMENT



A COORDINATED APPROACH TO VALUE ENHANCEMENT



AMTRAK MAJOR STATIONS PLANNING AND DEVELOPMENT



Amtrak reviewed opportunities in and around five stations: Chicago Union Station, NY Penn Station, Baltimore Penn Station, Washington Union Station and 30th Street Station in Philadelphia.



NEW YORK PENN STATION #1 busiest Amtrak Station

- 10.5 million passengers
- \$1 billion ticket revenue
- 1,055,000 SF of building area

WASHINGTON UNION STATION #2 busiest Amtrak Station

- 5.1 million passengers
- \$552 million ticket revenue
- 1,268,000 SF of building area
- 31.0 acres of land

PHILADELPHIA 30TH STREET STATION #3 busiest Amtrak Station

- 4.3 million passengers
- \$300 million revenue
- 1,140,200 SF of building area

CHICAGO UNION STATION #4 busiest Amtrak Station

- 3.2 million passengers
- \$196 million ticket revenue
- 1,329,000 SF of building area

BALTIMORE PENN STATION #8 busiest Amtrak Station

- 1.0 million passengers
- \$92 million ticket revenue
- 91,000 SF of building area

FY 2016 Ridership and Ridership Revenue

OTHER REVENUE GROWTH INITIATIVES

PORTFOLIO OPPORTUNITIES



Amtrak is also strategically leveraging its other non-station assets to drive revenue back into the rail system and other critical investments.

RIGHT OF WAY

- **Telecommunications**
(Fiber optic cable and wireless)
- **Occupations**
(Utilities, cable, pipelines)
- **Other Assets**
(electric traction, communications, signals, related facilities)



OPERATING FACILITIES

- **Corporate Office Facilities**
(Reservation centers, control centers, IT centers, office space)
- **Maintenance Facilities**
(Equipment and ROW facilities, yards and crew bases, commissaries)

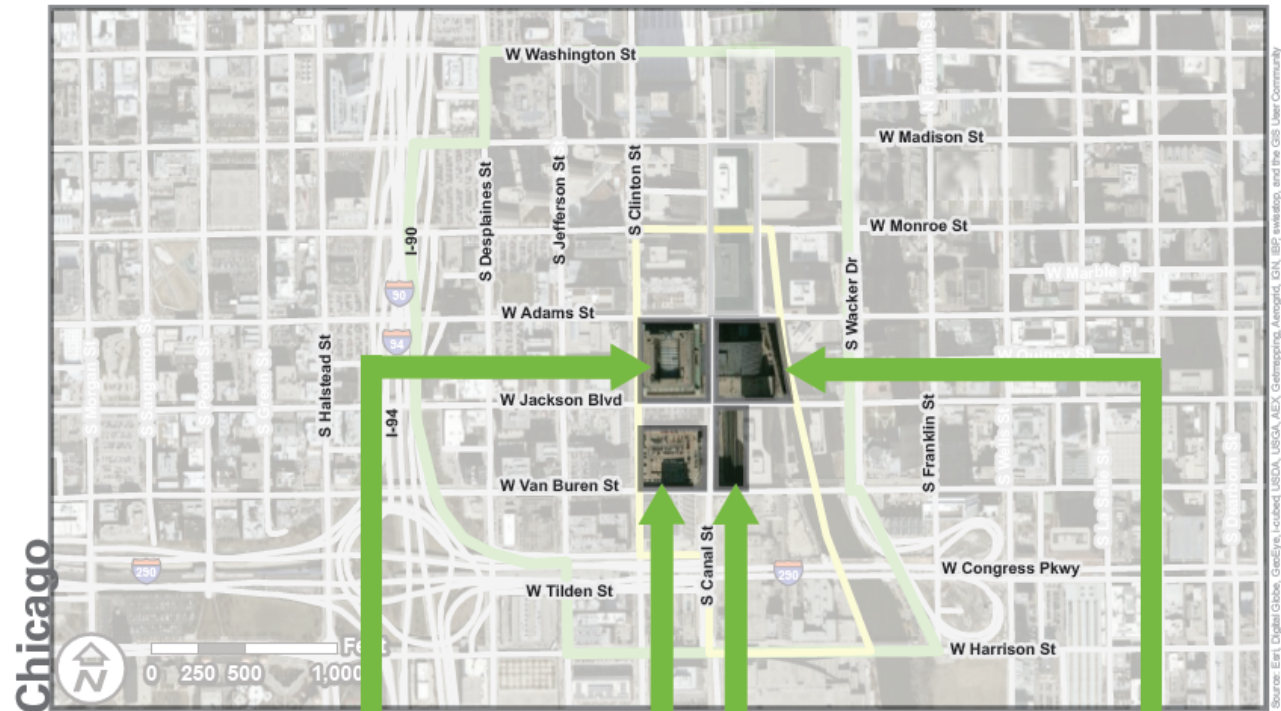


NON-OPERATING REAL PROPERTY

- **Commercial Real Property**
(Real properties leased or used for revenue generating, commercial purposes {e.g. parking})
- **Vacant Real Property**
(Real properties currently vacant, unused, or considered excess property)



CHICAGO UNION STATION MASTER DEVELOPER PARTNERSHIP



Amtrak
Headhouse
and Air-Rights

Amtrak Parking
Garage and
Air-Rights

Amtrak Air-Rights
Adjacent to
Riverside Plaza

Amtrak
Concourse

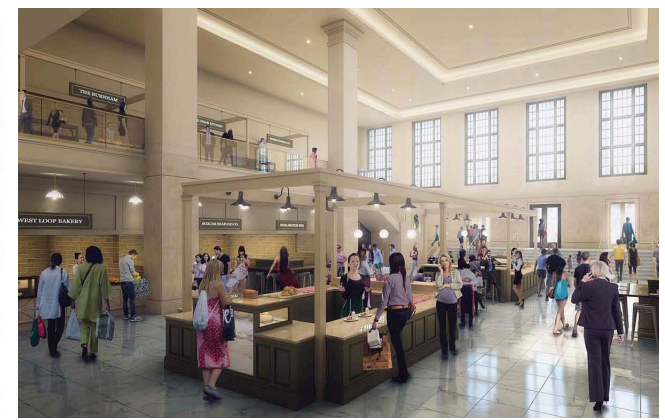
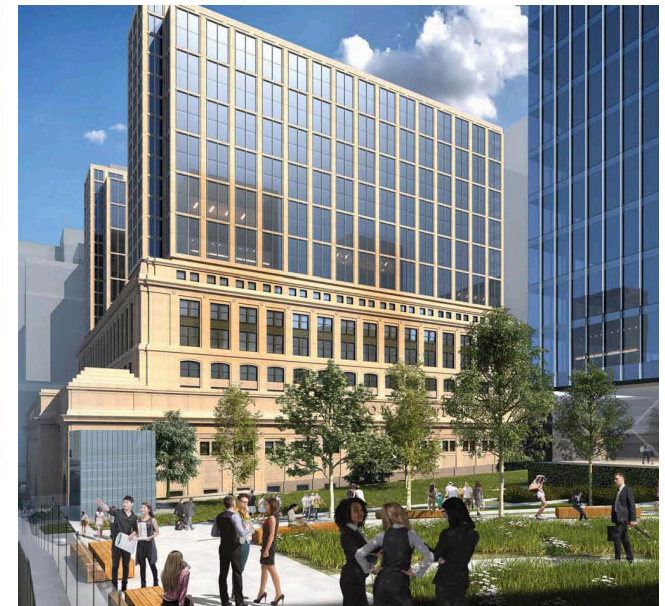
CHICAGO UNION STATION MASTER DEVELOPER PARTNERSHIP



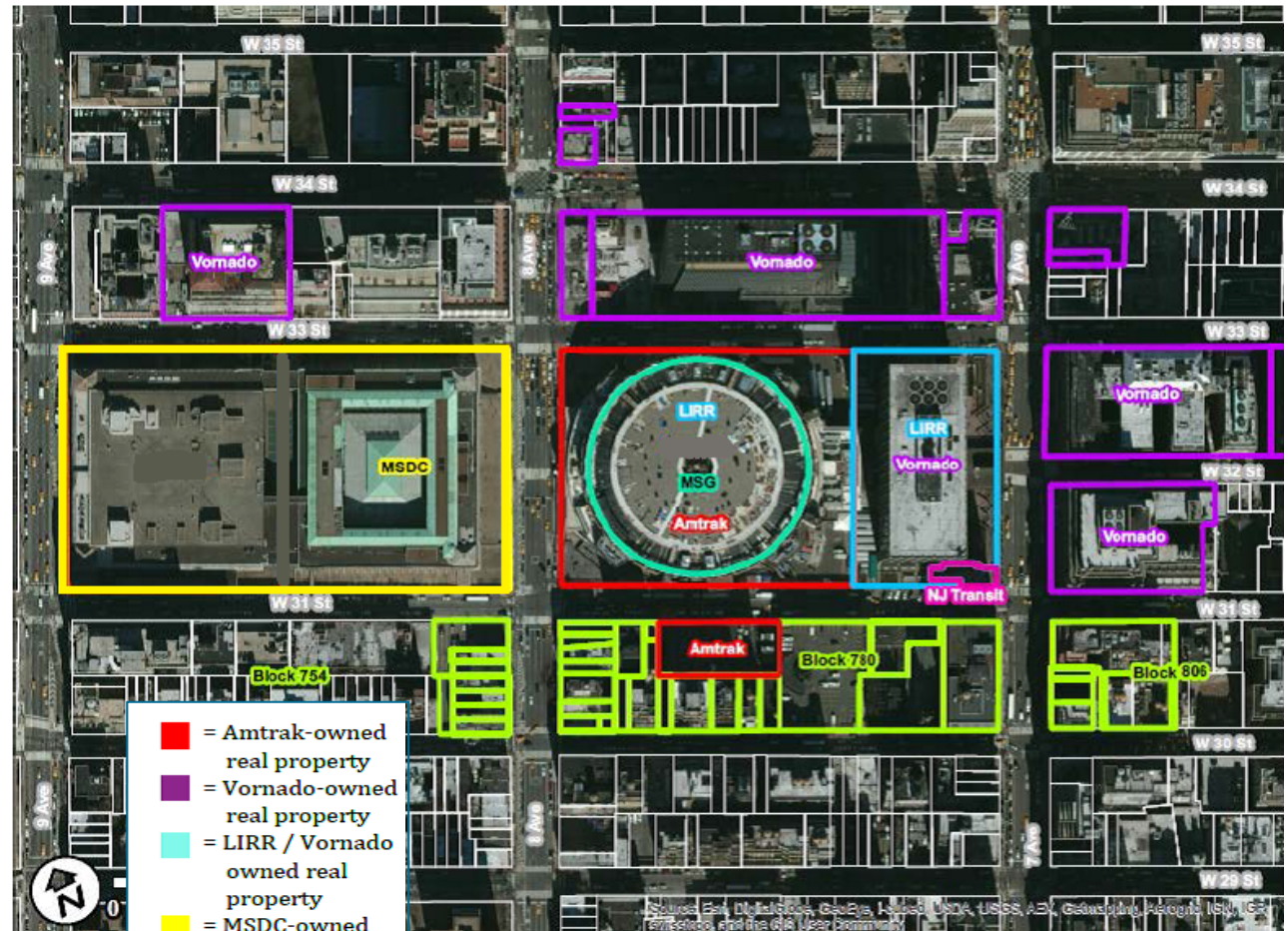
Riverside Investment and Development Co. | Initial Concept Plans



Aerial view of the full build out from the west

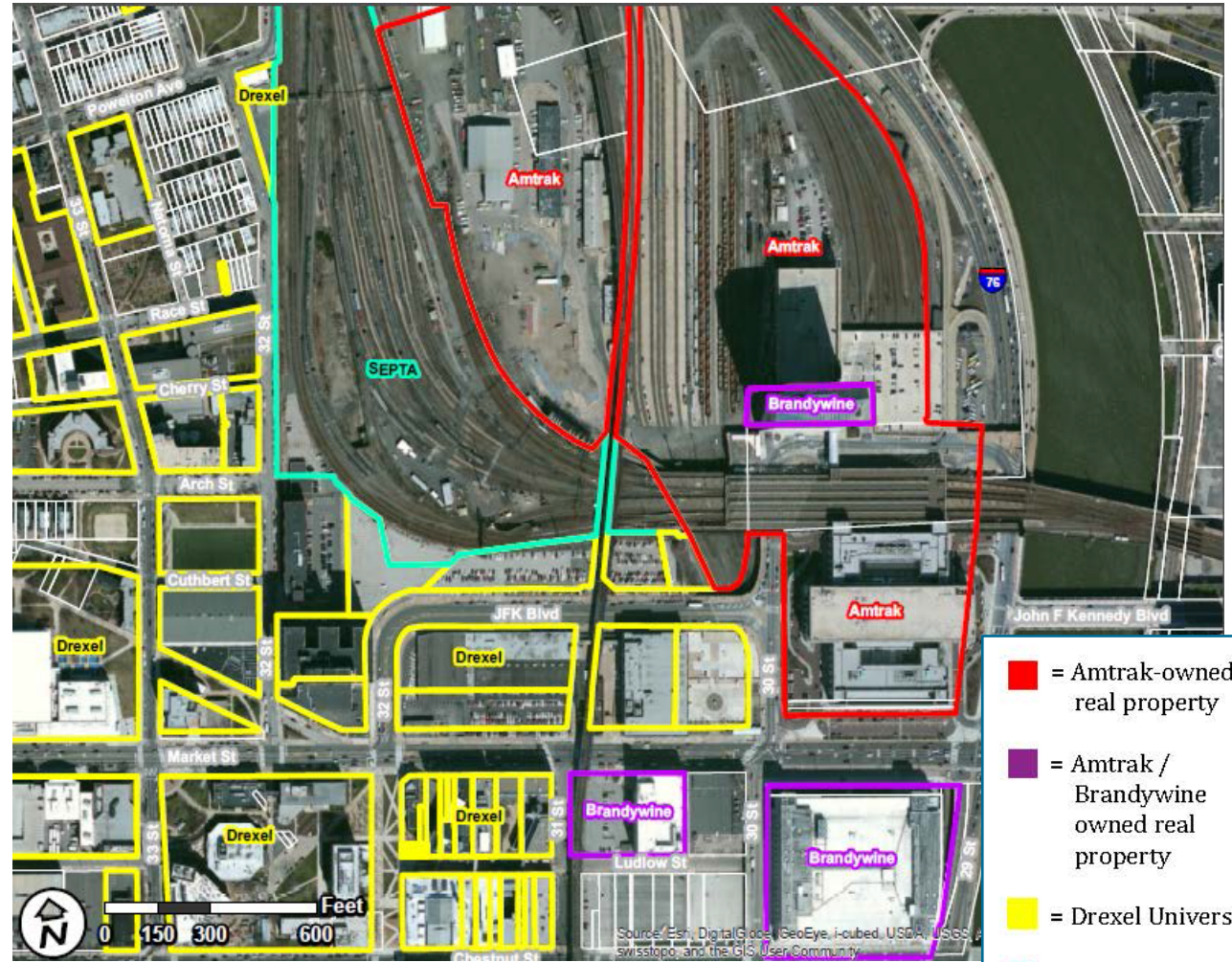


NEW YORK CITY PENN STATION AND MOYNIHAN STATION



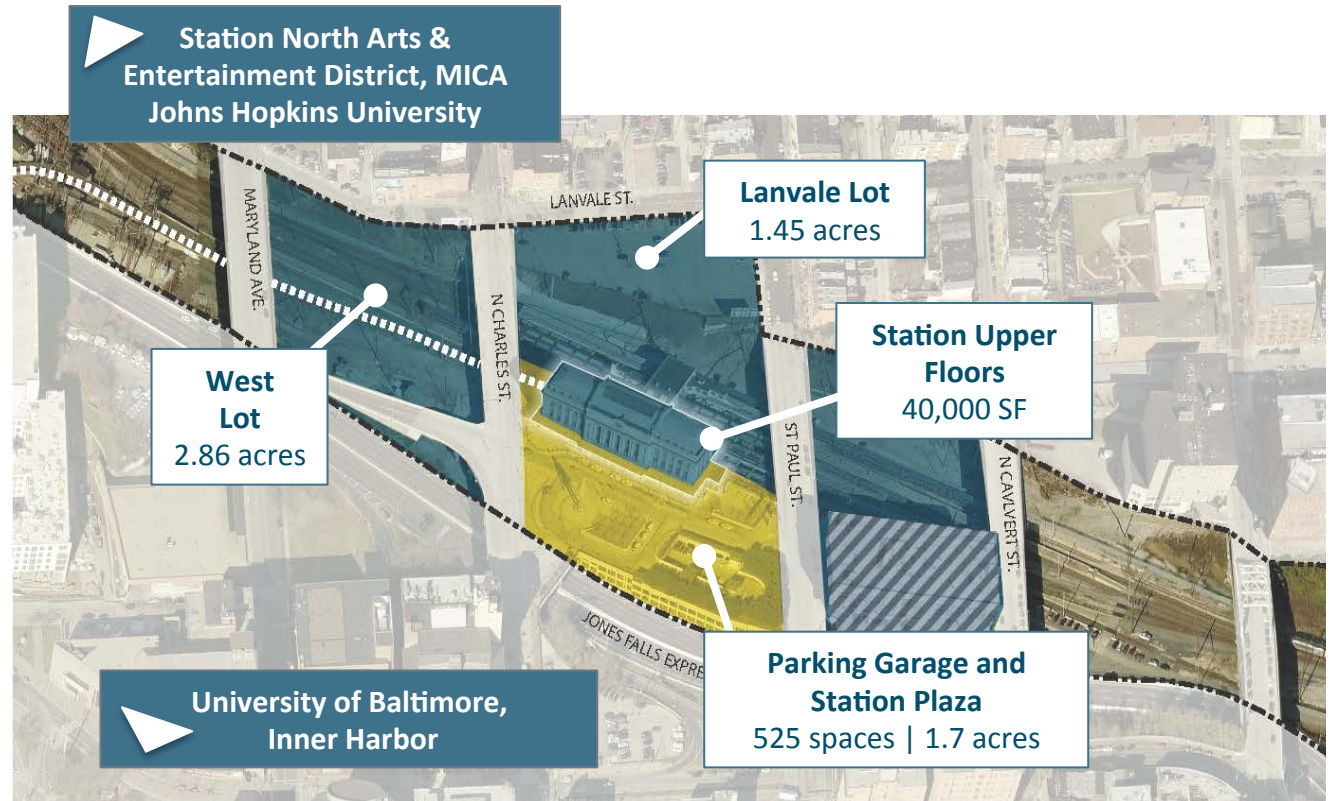
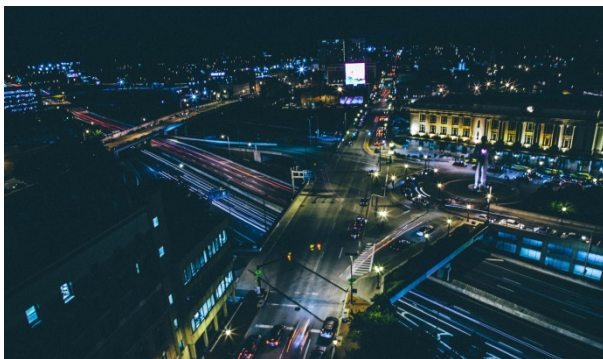
- = Amtrak-owned real property
- = Vornado-owned real property
- = LIRR / Vornado owned real property
- = MSDC-owned real property
- = Various owners of real property
- = Related-owned real property






PHILADELPHIA 30TH STREET STATION DISTRICT PLAN



- = Amtrak-owned real property
- = Amtrak / Brandywine owned real property
- = Drexel University
- = SEPTA

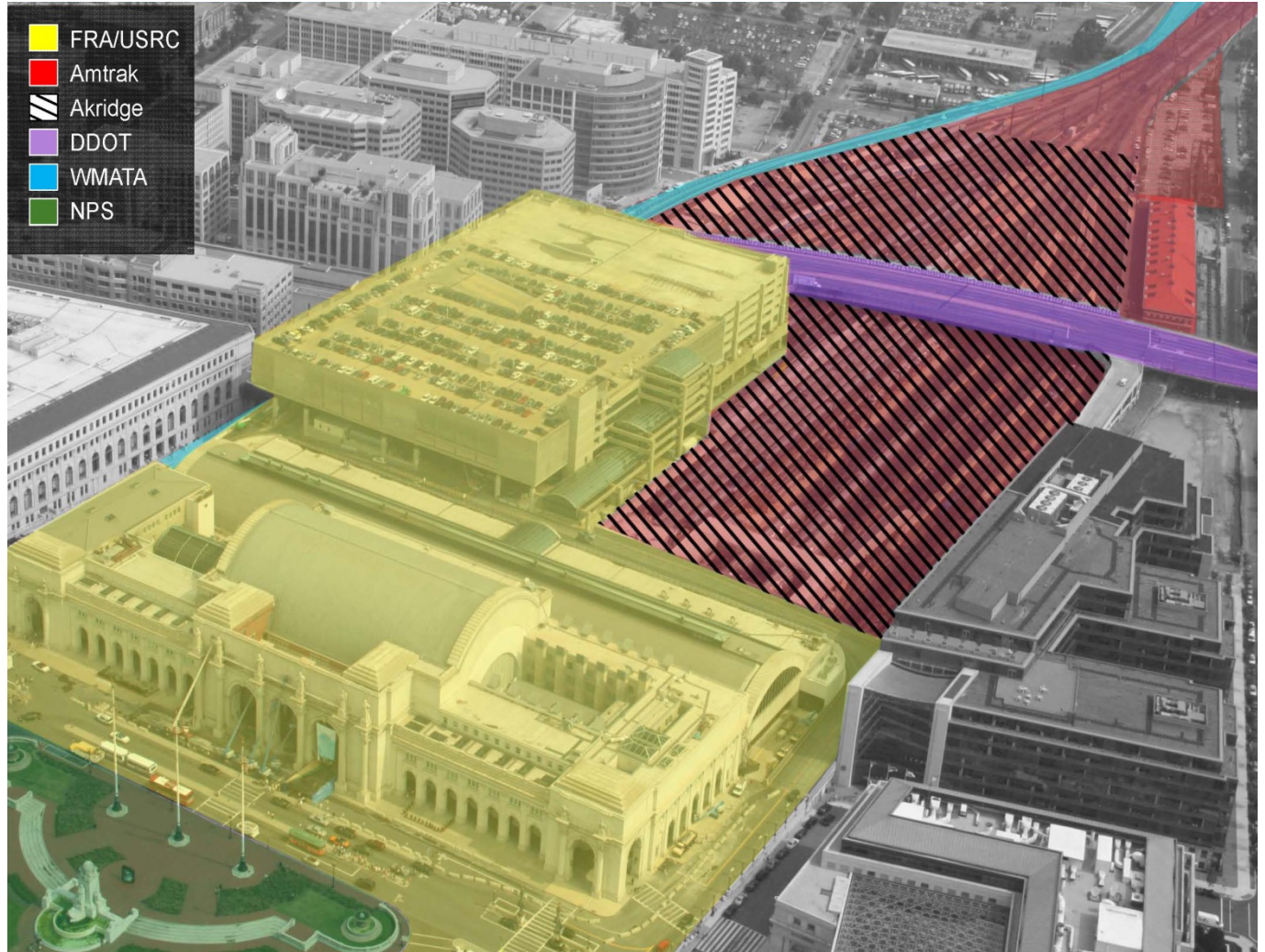
BALTIMORE PENN STATION MASTER DEVELOPER PARTNERSHIP



-  Amtrak NEC Right-of-Way
-  Amtrak Baltimore Penn Station Property
-  Amtrak Owned Land: City of Baltimore Owned & Operated Garage with Ground Lease
-  Amtrak Sub-surface ownership
-  MTA Light Rail Easement

WASHINGTON UNION STATION

2ND CENTURY PLAN

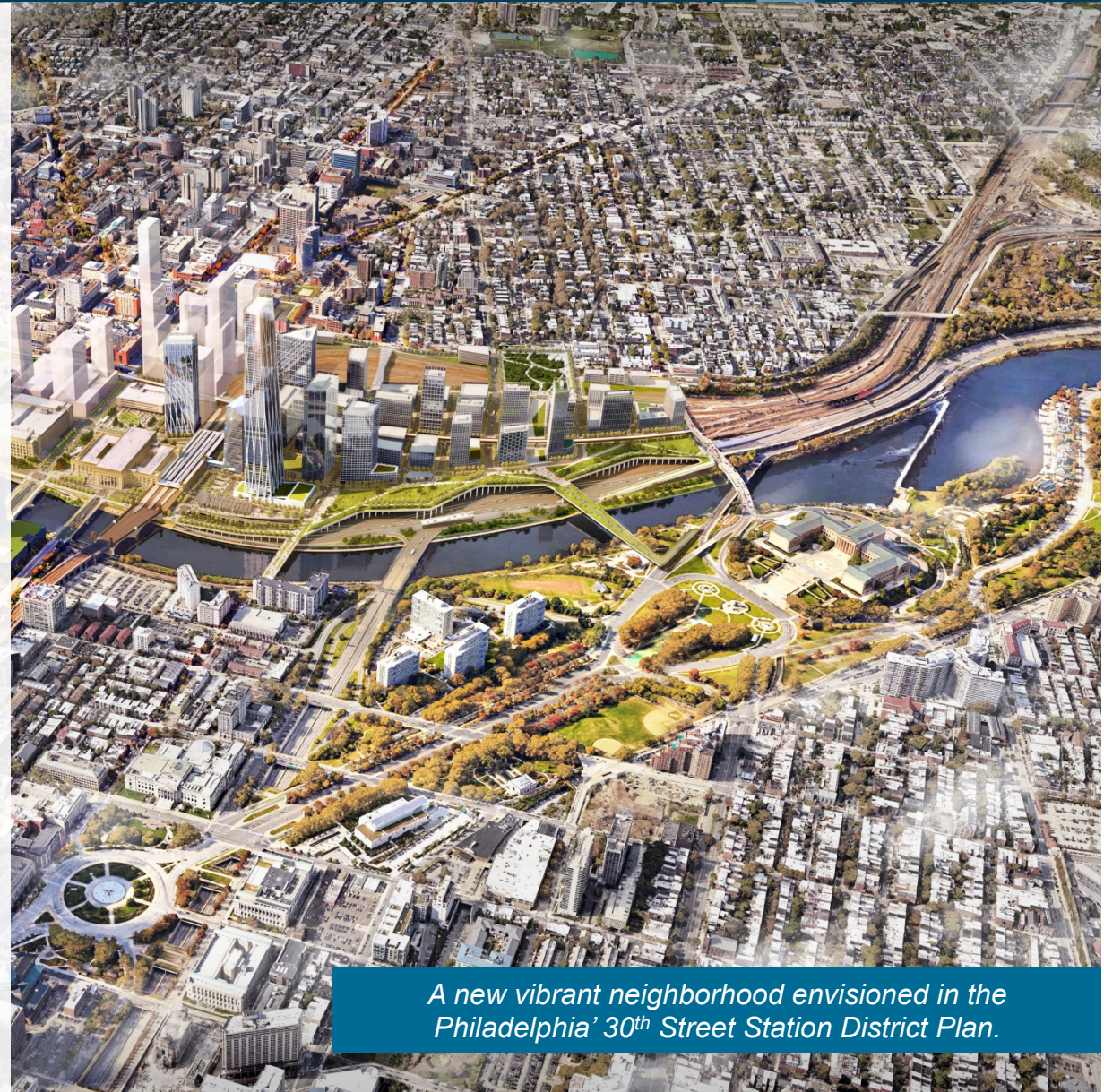


CONCLUSION

CHALLENGES AND OPPORTUNITIES



- ✓ Stations are the “living rooms” of those communities we serve.
- ✓ Timing for Amtrak investments at its major stations is opportune.
- ✓ Finding new revenue sources for infrastructure reinvestment is an economic imperative.
- ✓ There is still need for strong local, state, and federal coalitions to support investment needs.



A new vibrant neighborhood envisioned in the Philadelphia 30th Street Station District Plan.



THANK YOU FOR YOUR TIME

Visit nec.amtrak.com for more information