



# Operational Excellence – A Year in Review

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**Executive Vice President & Chief Operating Officer**

# Safety

## Improvements 2024 vs 2023

Reportable Customer  
Injury Rate

▼ 27.7%

2024: 1.42 / 1M    2023: 1.96 / 1M

Reportable Customer  
Injuries

▼ 17.7%

2024: 93    2023: 113

Reportable Employee  
Lost Time Injury Rate

▼ 15.0%

2024: 1.67 / 200k hrs    2023: 1.96 / 200k hrs

Reportable Employee  
Lost Time Injuries

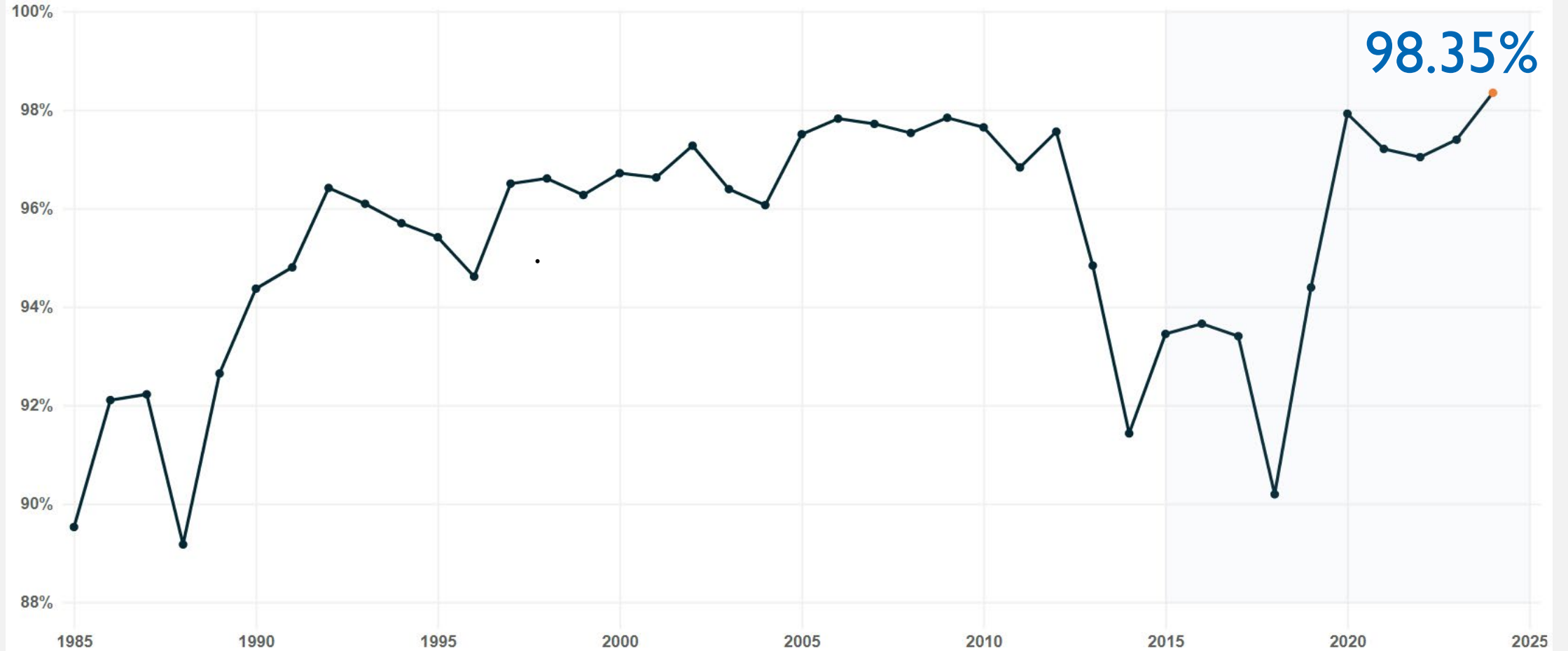
▼ 12.8%

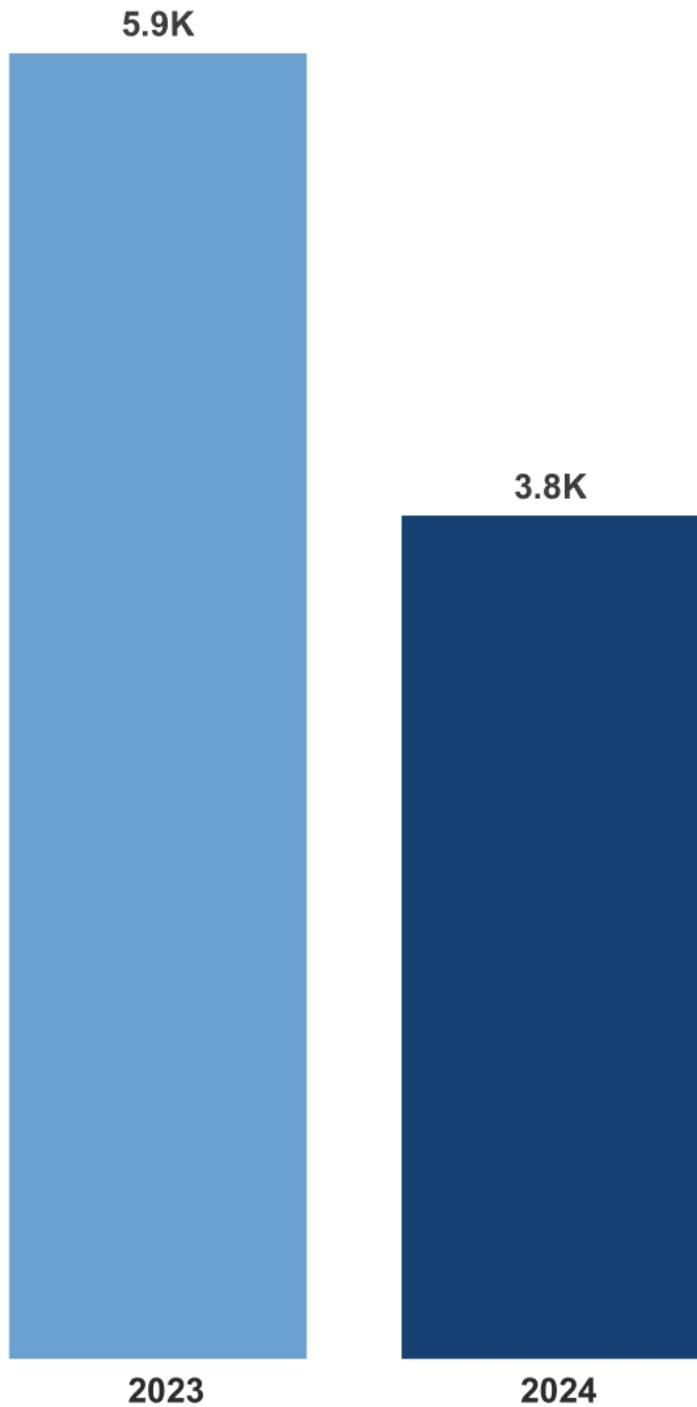
2024: 129    2023: 148

\*Comparison Nov '23 – Oct '24 vs Nov '22 – Oct '23

# On-Time Performance

Record Breaking Performance in 2024



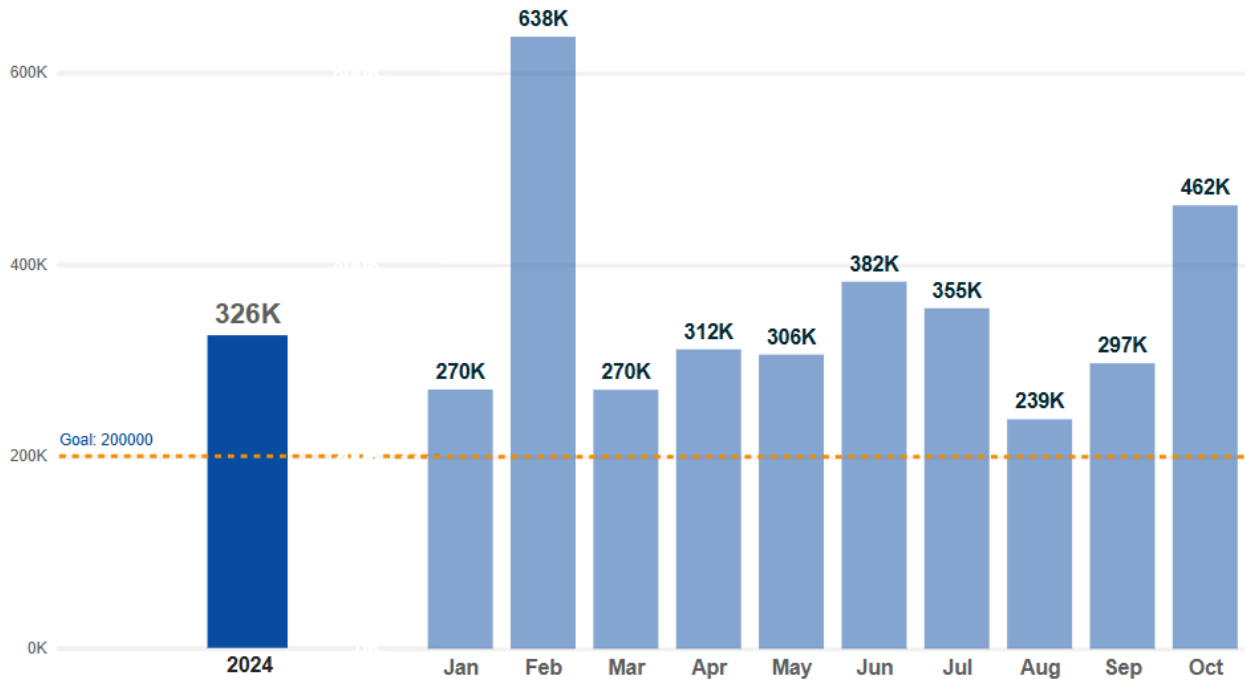


# Continuous Reduction in Delays

2024 vs 2023

▼ 35.4%

# Fleet Reliability



# Train Operations

## 2024 vs 2023 Delays

Crew Performance

▲ 33.9%

Dispatching

▲ 75.0%

Yard Operations

▲ 47.4%

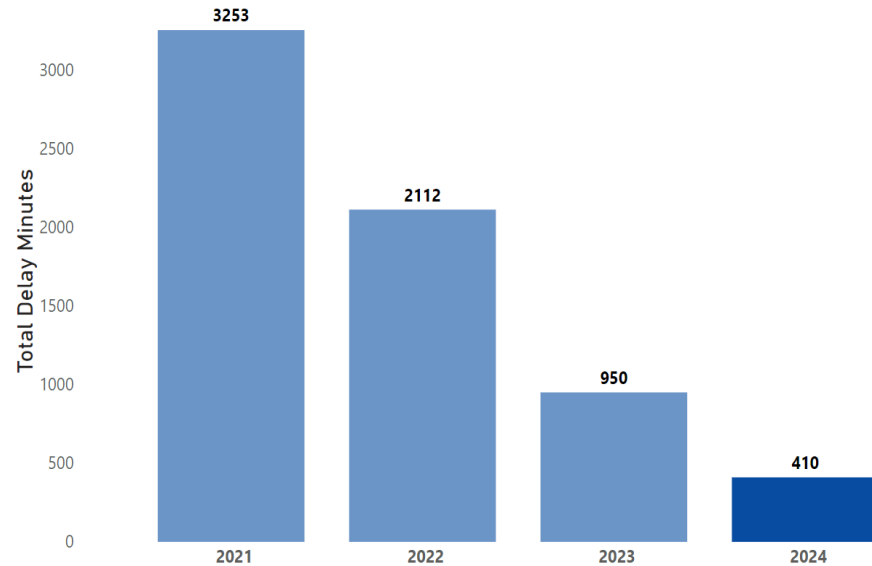
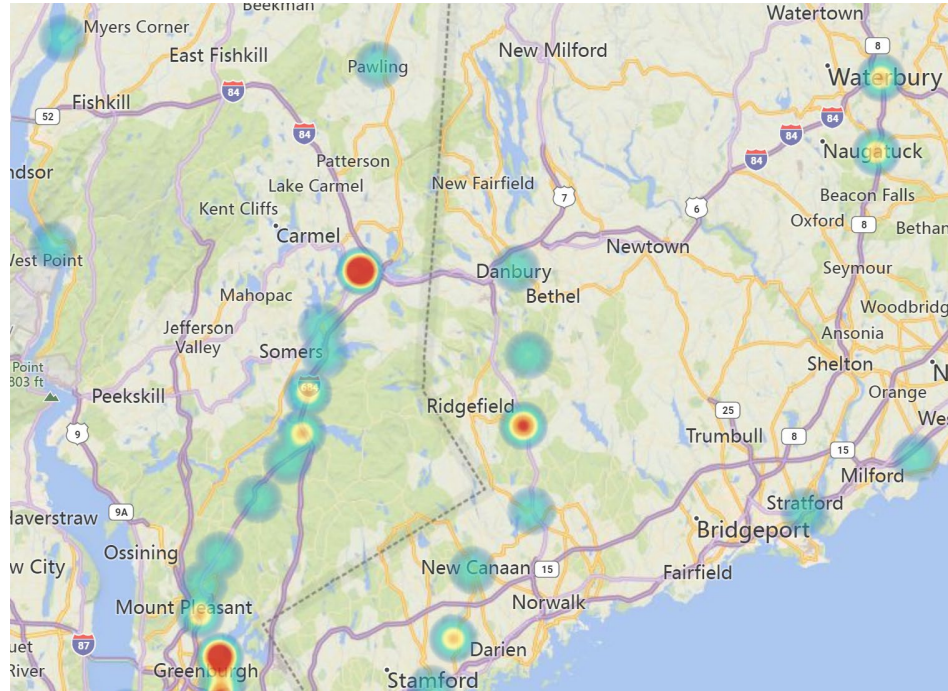




# Operations Control Center

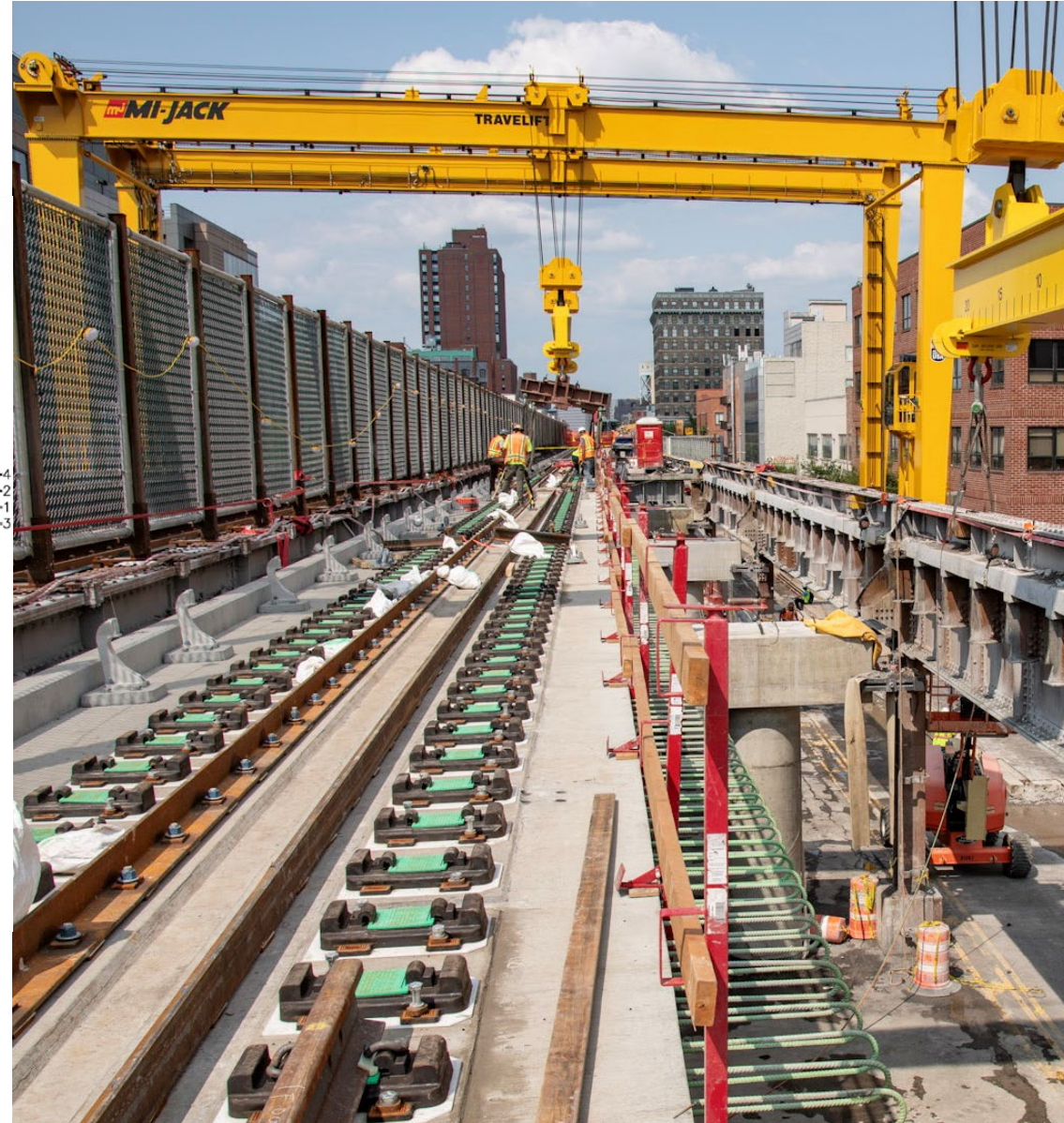
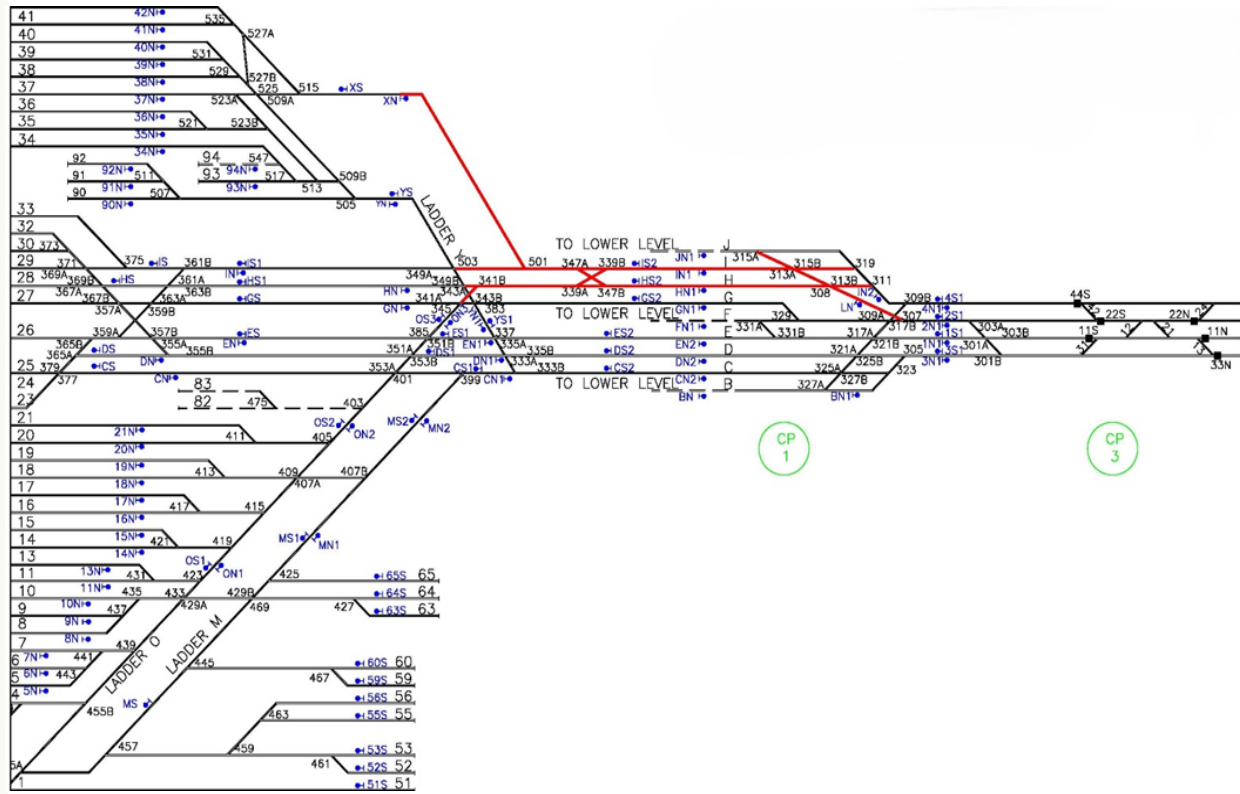


# Slip-Slide Season





# Innovative Approach to Track Outages



# Resiliency Improvements

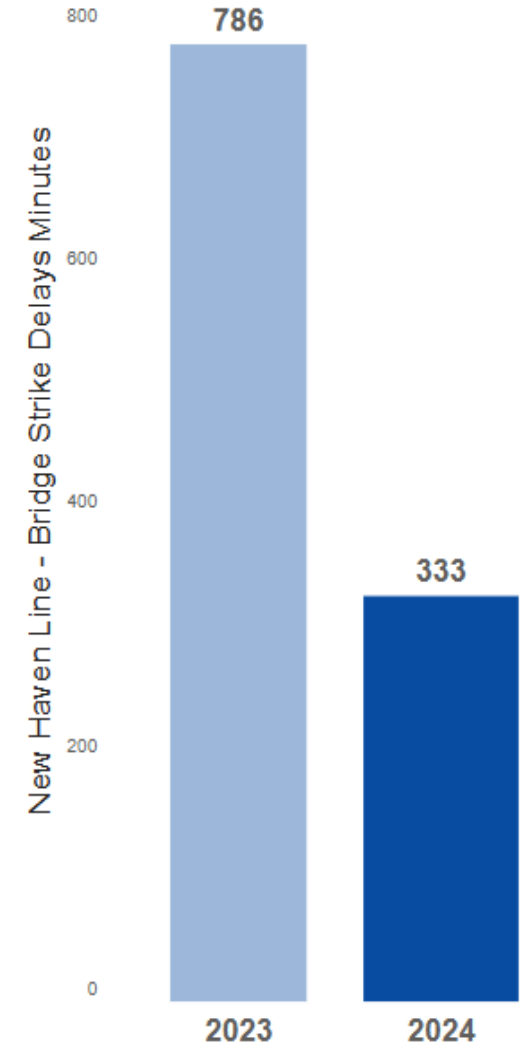


Hudson Line Track Raise

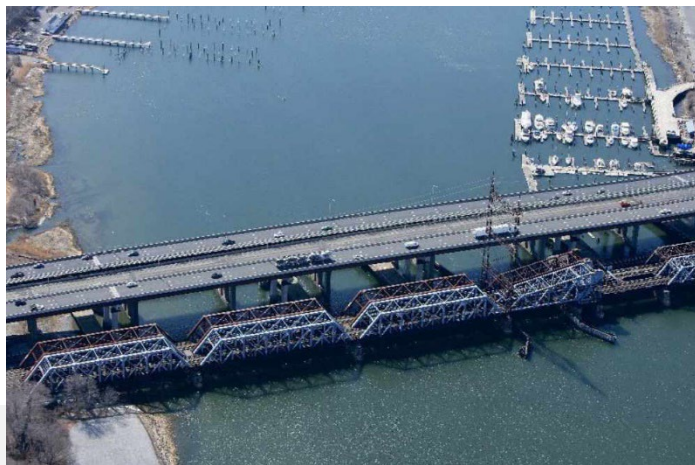


Harlem Line Signal Box

# Bridge Strike Mitigation



# Regulatory Changes



## COAST GUARD BRIDGE OPENING REGULATION MODIFICATIONS

BEFORE

### Immediate Openings

- 5:00 am – 9:00 pm

### Advance Notice Required

- Four Hours 9:00pm – 4:30am

AFTER

### No Openings

### Mon. – Fri. (except holidays)

- 5:45 am – 9:45 am
- 4:00 pm – 8:00 pm

### Advance Notice Required

- Two Hours 4:30am – 9:00pm
- Four Hours 9:00pm – 4:30am

# New Haven Line Speed Improvements

Operated Fastest AM Peak Train at 90  
Minutes; Lowering to 88 Minutes in Spring

Enhanced Integration of Network and Train  
Simulation Tools to Optimize Routing

Made Signal System Investment Resulting in  
Faster Run Times

# Positive Train Control Update

- **CP266 Transponder:** PTC and Signal Upgrade Increased Speeds from 45 to 60 MPH for All Westbound Trains Diverting from Track 3 to 1
- **CP230 Cos Cob Bridge:** Signal/PTC Cutover, Speed Raised to 70 mph on Approach, 50 mph over bridge, improving OTP.
- **Siemens OBC 5.4.2:** 97% of Siemens Fleet Updated (M-7, M-3, Locos, Cab Cars).
- **Alstom OBC 1.5.1:** Upgrading software on M-8 Fleet to eliminate non-safety critical issues.
- **Waterbury Branch:** Upgraded Transponders for Freight Speed MAS at CP501.
- **Hudson Line:** Fixed Transponder Issues, Improved Cab Signal, Saved 1.5 minutes on Bridge Crossings.
- **Norwalk Bridge:** Enabled M8 Train Turns in Dock Yard to improve operational efficiencies.

# THANK YOU

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