

Modernizing & Rebuilding NY's Infrastructure

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Agenda



► Priority Redevelopment Projects

- Completed: LGA, EWR Terminal A
- JFK Airport
- Newark Liberty Airport
- Midtown Bus Terminal



LAGUARDIA NAMED 2025 BEST U.S. AIRPORT BY FORBES TRAVEL GUIDE

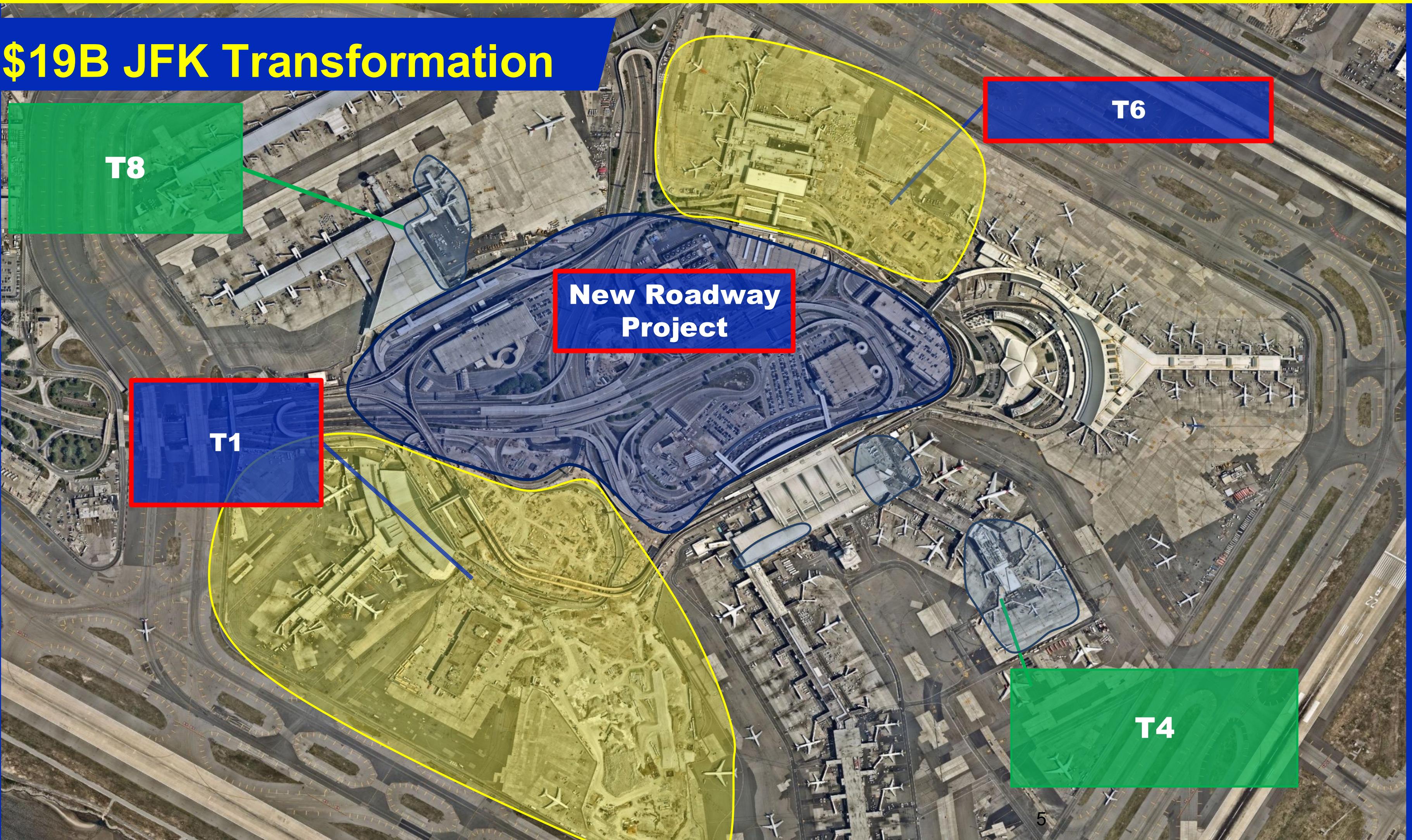
Forbes' survey of 9,000 travel advisors and hospitality experts once again recognizes the transformation of LaGuardia into an award-winning, world-class airport.



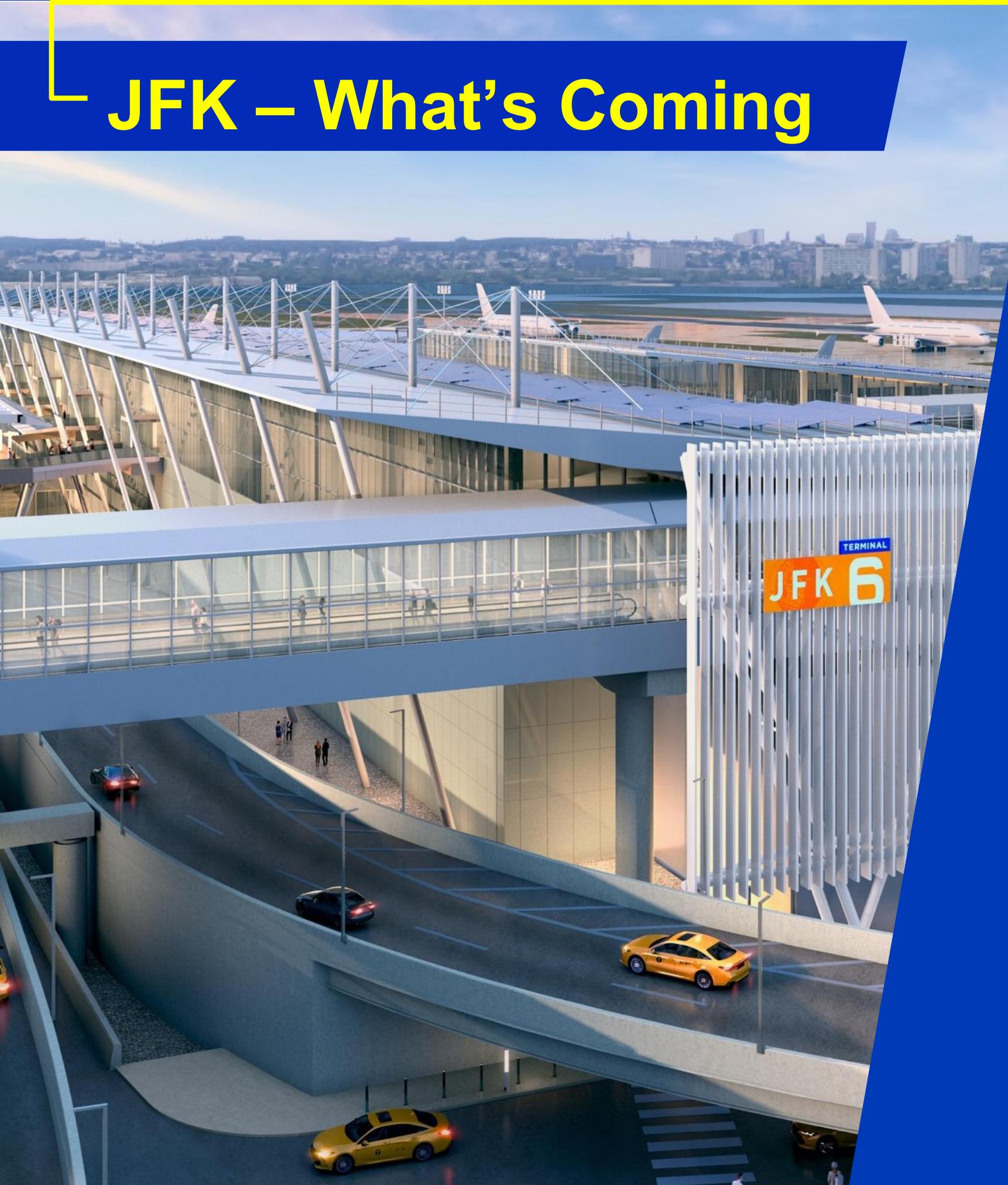
\$19B JFK Airport: What's Next?



\$19B JFK Transformation



JFK – What's Coming



- Goal: World-class global airport
- \$19B transformation
- Complete: Expansion of T4 and T8
- Fully Underway:
 - T1 - 2.4 million square feet
 - T6 - 1.2 million square feet
 - Roadways - Brand-new simplified network

Best-in-class JFK coming soon:
First new terminal gates opening: 2026

Terminal One

- ▶ \$9.1 billion replacement
- ▶ Major international terminal
- ▶ Robust public art program
- ▶ Iconic, top-quality local concessions
- ▶ First gates open 2026
 - Demolition of old Terminal 1 next year

All gates complete 2030



Terminal Six

- ▶ \$4.2 billion replacement
- ▶ Best-in-class curb-to-gate
- ▶ Major public art program
- ▶ Iconic, top-quality local concessions
- ▶ Seamlessly connects to JetBlue's Terminal 5
- ▶ First gates open 2026
- All gates complete 2028**



Newark Liberty Airport: What's Next?



EWR AirTrain



Brand-new, \$3.5B EWR AirTrain

Construction underway

- New rail cars ordered
- Reliable, weather-resistant propulsion system
- 3 new stations
- 2.5 miles of elevated track
- Passenger service targeted to start in 2030



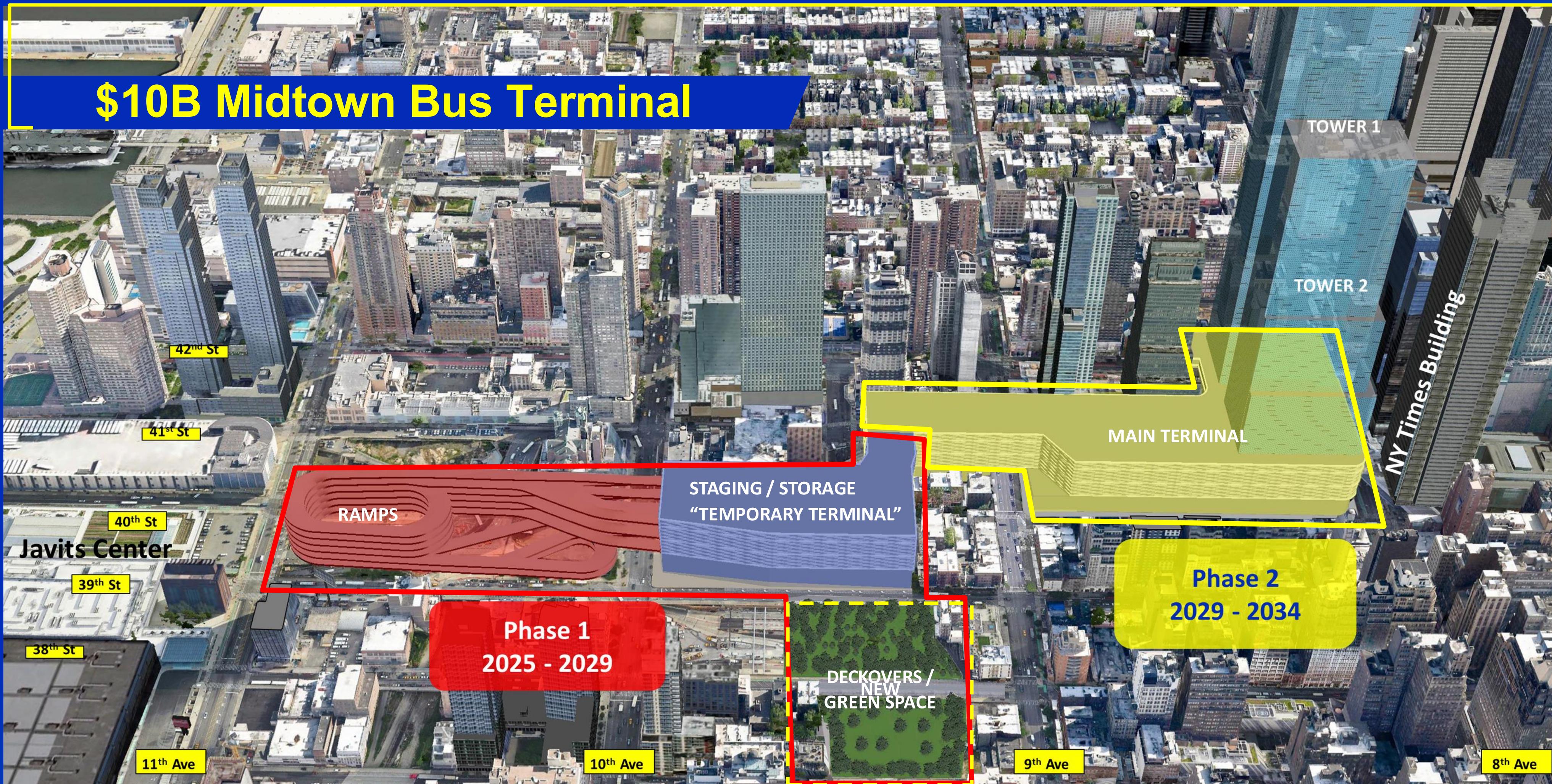
Continued EWR Redevelopment: Terminal B & Vision Plan

- ▶ Builds on acclaim for new Terminal A
- ▶ New, World-Class Terminal B
- ▶ Enhancements to Terminal C
- ▶ Improved, simplified roadway redesign
- ▶ Airside improvements to reduce delays

\$10B Midtown Bus Terminal Replacement: What's Next?



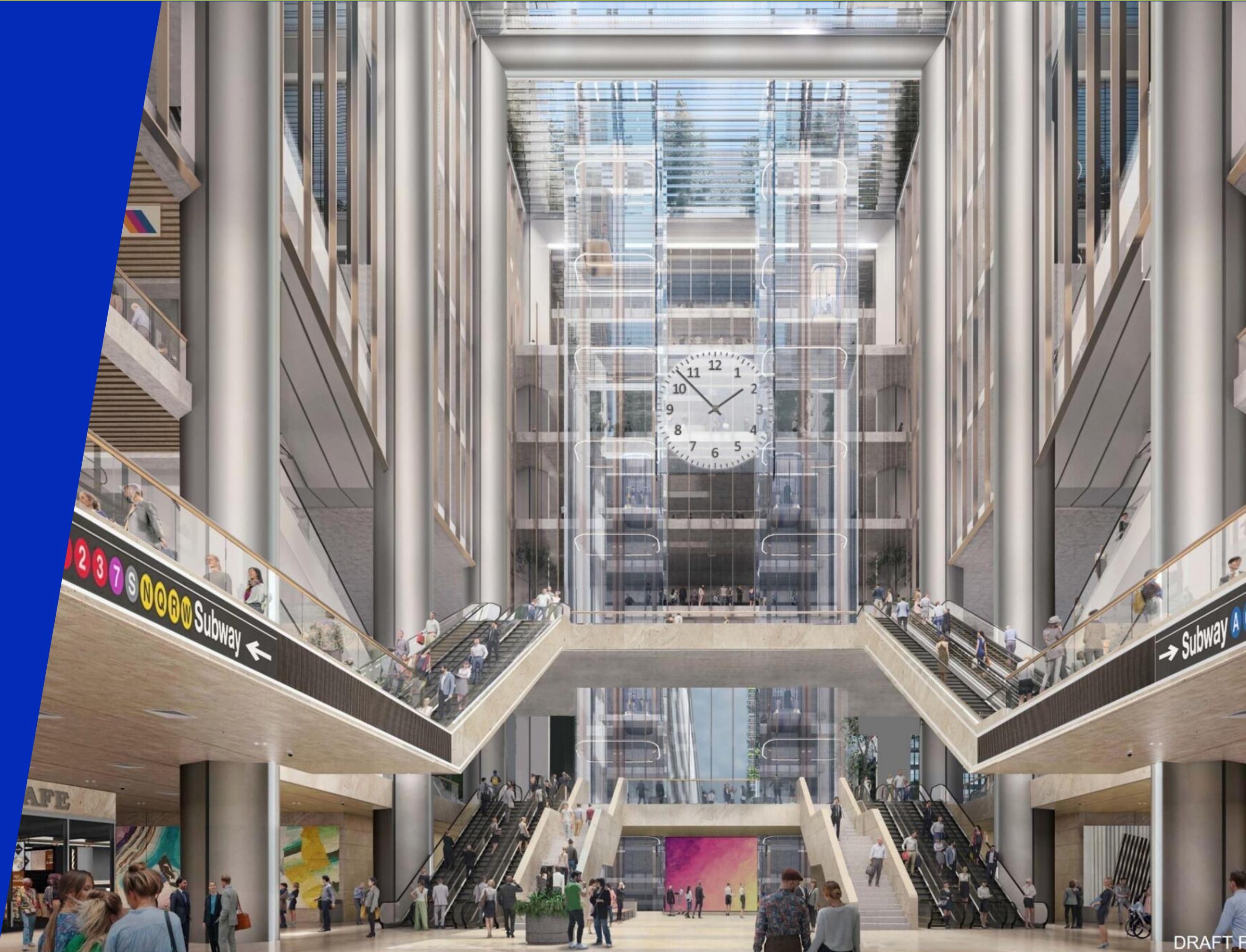
\$10B Midtown Bus Terminal



Midtown Bus Terminal Replacement

► Commuter Benefits:

- Light & airy infrastructure
- Sized to meet 2050 commuter demand
- PA public art program & iconic concessions – “sense of place”
- 21st Century Technology/ all-electric bus fleet



Thank You

