



Asset manager specialized in massive transport systems facilitating their growth and development

ANDRES JARAMILLO

- Studied Business Administration at the CESA, has an MBA studied in England and a Master's degree in Innovation and Entrepreneurship with the University of Barcelona in virtual mode.
- Worked for more than 15 years with grupo Bancolombia in Renting Colombia, a Vehicle Operating Leasing company, where he was Regional Manager, General Manager of Peru and President of the company.
- Work as General Manager of Grupo Express, a business group dedicated to mass passenger transport, and responsible for moving more than 25% of Bogota passengers.
- Today I work at Transfondo as a consultant to structure and invest in transportation businesses, leasing operations and Asset Management businesses.
- We participated in the structuring of a 120 electric buses operation for the city of Bogota under tender and we are structuring a 91 electric bus operation for Bogota directly with an SITP operator.



Part I
Everything begins with a history

Why are the Fenicians famous?

- Invented the alphabet
- Developed a better way to melt metals
- Developed the architecture
- They were the best navigators and merchants of history
- They created the Leasing (for passengers and cargo boats)



How they Lease?

- ❖ Long term- Cargo boats for merchant operations
- ❖ Short term- For passenger boats and they included the tripulation

History

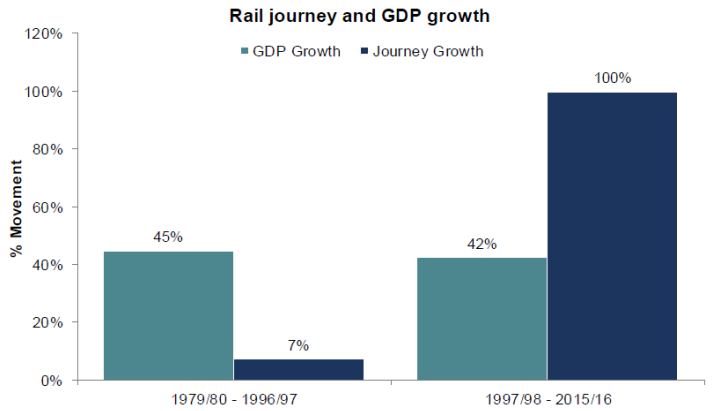
In 1992 the United Kingdom decided to privatize and restructure the train industry, to make better use of infrastructure, have a better-quality of service and a service of more value for the public.

The Railway Act 1993 then decides to divide the service between the administration and design of the system, the operation of the trains, and the ownership of these, which it distributes in three new companies (ROSCOS).

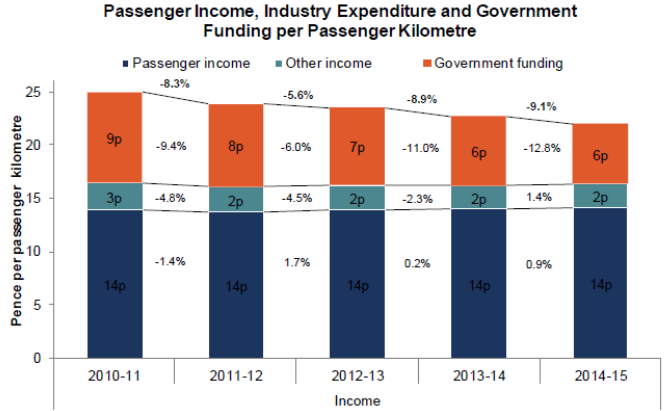
Actores

- DfT - Department of Transport in the UK - They are responsible for managing the entire UK transport system
- ROSCOs - Rolling stock operating company- They own the assets (Trains and Wagons) and those responsible for delivering them to train operators (TOCs) with several associated services
- TOCs - Train Operating Company - These are the companies responsible for the operation of passenger and freight trains in the United Kingdom
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Most important achivments



Source: ORR data portal and Cebr Economic Forecast



Part II

Sturcture and beneffits

- It must be done by an independent investor, it's more a financial business than a transportation business

BUS PROPERTY



- Place where vehicles are parked, loaded and maintained (should be provided by the government ideally)

OPERATING YARDS



- It must be from the operator because it is the one who uses and controls the bus. It's his responsibility.

MAINTENANCE



- It is the essence of the transport business; it is the provision of the service. Here kilometers are sold, and payment by passengers is received. Here you can maximize profits with very little investment and good service

BUS OPERATION



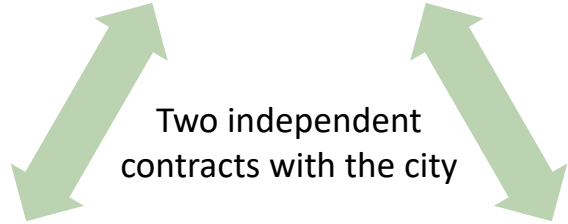
Provision

It is remunerated in two ways:
1. A fixed monthly payment per bus in a fixed period
2. A monthly administration value (if you must extend the contract, only this factor is paid)



Operation

It is remunerated in three ways:
1. One fixed monthly payment per bus- Pays the fixed costs in general of the operation
2. A value per kilometer- Pays for variable costs
3. One value per passenger mobilized- Pays for the service



Fleet provision

- Facilitates permanent fleet renewal
- Buses are insulated from operation, which always ensures service
- The city has "full control of the fleet". It does not serve anyone else/ its use is restricted
- Capex's payment resources are not confused with those of the operation
- It facilitates the achievement of funding
- The operation may be more economical

CITY

- The city may have more bidders, dividing financial requirements into two businesses.
- Tenders can be at different times, having the buses, there are different ways to look for operators (new operator, addition of current contracts, public operator...)

Special Requirements
Unified collection
Payment by card
Trust to control income

Operation and maintenance of fleet

- Specializes operators in providing the service
- Being guaranteed the provision of the service and incentivized its quality
- If the operator does not provide good service or fails, buses can be operated by another company and service is not interrupted

Part III

Examples

Panama

- The operator alleges economic imbalance of the contract. The government bought the buses and got an independent operator to take them to provide the service (it's a success story, as assets could be recovered)

Bogota Articulated and Biarticulated bus tender

- The entire tender is awarded for more than 1,400 buses
- What was wrong- There was a cap on the bus provision and a cap for the bus operation, it was no combined. This did not allow for electric bus to enter the tender. The cap has to be for joint evaluation.

Cali Electric buses tender

- Tender for provision and operation not awarded
- What was wrong- The risks of the operation was translated to the fleet supplier, if it failed the bus supplier was not paid.

Bogota 2400

- 3 out of 13 available zones were awarded.
- A single 10-year term was set for any type of technology, which did not allow electric buses to participate.

Chile

- Two separate processes will be done. Bus provision and bus operation
- The provision of Electrics is 14 years and the provision of diesel and gas is 10 years
- The electric operation is 7 years and extends 7 more, the diesel and gas operation is 5 years and extends 5 more. Extensions are for good service.

Bogota 1900

- Electric buses depart 15 years and diesel and gas buses 10 years. 3 options will be given in the presentation and assigned with that priority. Electrics have more scores.
- Provision and Patio + Operation (coupled business)
- Provision and Patio- The operation is done by the city
- Provision- The yard is given by the city and the operation is done by the city

Part IV
What do the big companies do?



They don't own the content (average)

They do not own the vehicles (transport)

They do not own musical rights (music)

They do not own the apartments and houses that they lease (hotel)

They don't own bookstores (books)

They don't own the transmission cables (media)

They do not own the inventory they sell (trade)



Transfondo e-Mobility Solutions

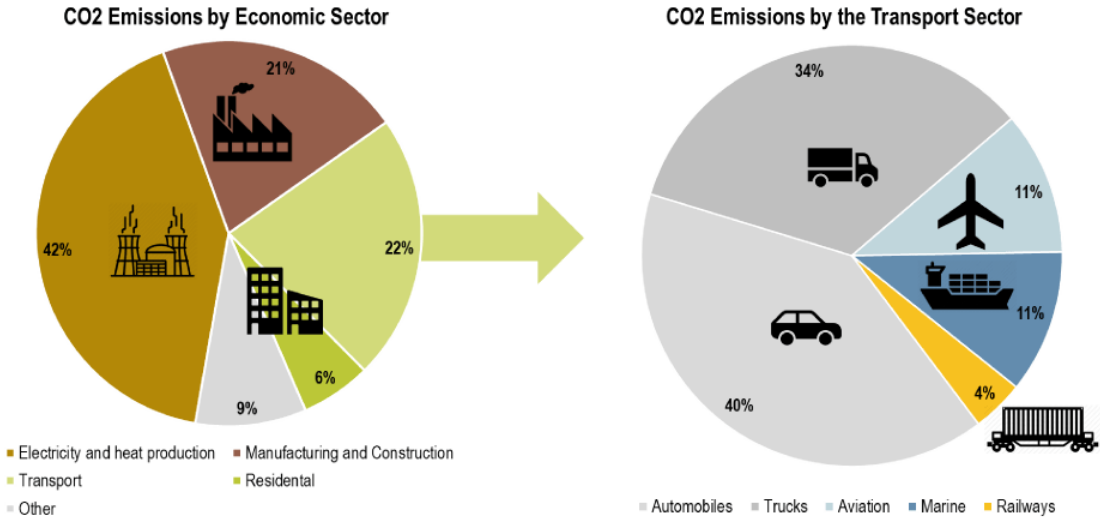
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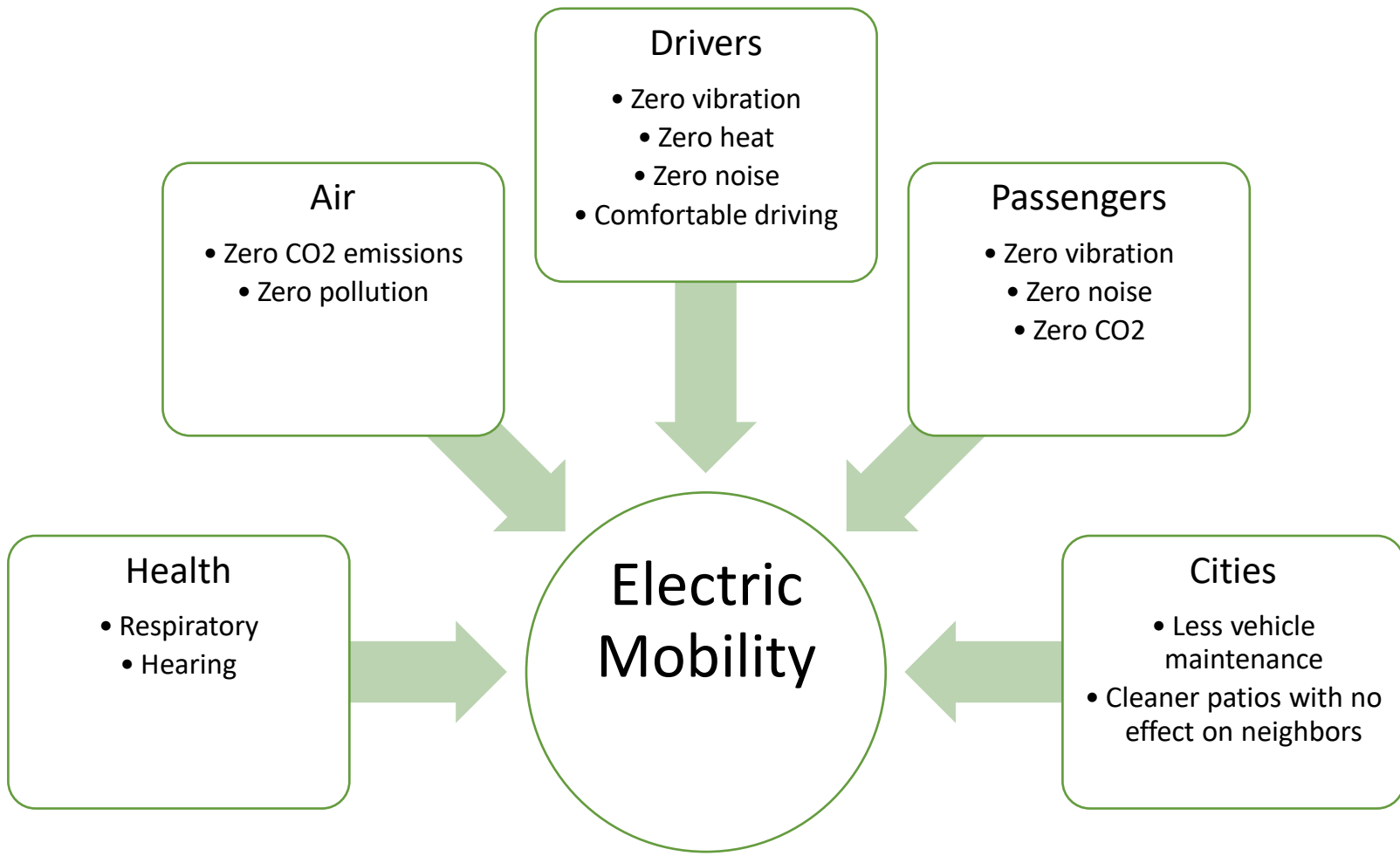
Extra
Why electro mobility

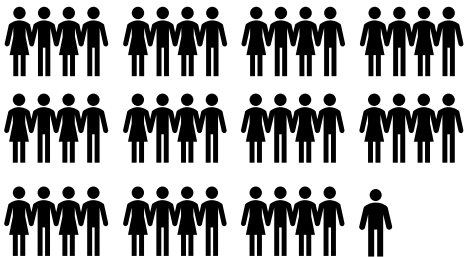
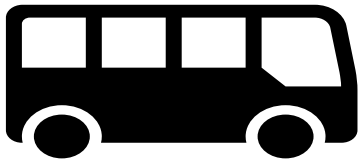
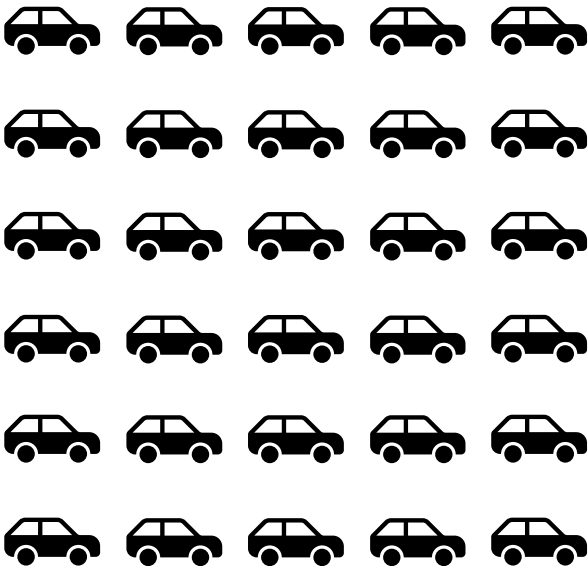
Transport

Transport has been a key component in the development of humanity and public transport is an essential public service, however, fossil fuel transport is the generator of about 22% of total CO2 emissions on our planet and the automotive sector, is responsible for 75% of what is generated by the transport sector

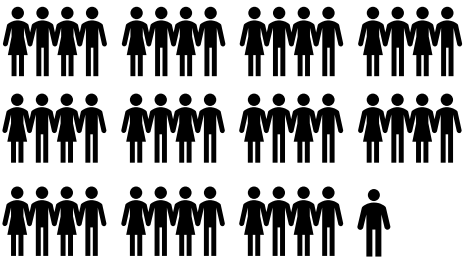


Clean transport generates well-being and improves the health of the inhabitants of our pose.





Emissions x person 124.5g



Emissions x person 66.8g



Emissions x person 0.5g