

# Alaminos, Laguna, Philippines

## *New sustainable infrastructure*

### **Tollway with integrated solar, wind, storage, EV charging, and utilities.**

A vertically-integrated automated tollway for moving people and goods. Podway built alongside roadways and highways within public right-of-way easements. Includes a renewable energy grid with battery-backed solar and wind generation, on-street EV charging, and utilities.

**Finance • Build • Own • Operate (FBOO)**



### **Financial Summary** - details on page 3-6

**Project Cost (CAPEX) \$93.5M**

\$2.7M per route-km

\$1,812 per resident cost

**Annual Revenue \$55.8M**

Multiple long-term contracts and revenue streams from passengers, renewables, advertising, freight, parcels, carbon credits, and attachment fees.

**Operating Expenses (OPEX) \$18.6M**

Rev share, monitor, security, clean, maintain

**Net Operating Income \$26.2M**

Multiple scenarios and metrics on page 4



### **Project Details**

#### **Length: 35 km**

Guideway with stainless steel exterior, aluminum rails, galvanized steel supports at 24 m (79 ft) spacing. Expected 75+ year lifespan.

#### **Number of Vehicles: 177**

Automated, on-demand, battery-electric pods can carry 4 seated passengers or 1400 kg (1.5 ton) pallet-sized payload.

#### **Number of Access Points: 349**

Access points (pod stops) are electric lifts that lower pods to ground-level for boarding off the main line.

Serves all major destinations including: Airport(s), Train station(s), Bus terminal(s), Hospitals, Schools, Places of worship, Tourist sites, Grocery stores, Retail, Residential, Freight hubs, Industrial, Distribution centers, and Seaports.

#### **Population served: 41K**

72 km/h (45 mph) non-stop. Convenient to population of 41,295. Integrates with existing travel modes. Provides car-like convenience and train-like capacity.

#### **Renewable Energy System: 8.1 MW**

8 MW generation of clean and renewable energy.  
GHG reduction of 6,000 tCO2e per year.

### **Status and Milestones**

**First Pilot Installed & testing (Boston 2021)**

**Feasibility study Completed**

**Funding Partial (see page 5)**

**Insurance & Bonding Have commitment**

**Rights-of-Way agreement TBD**

**Route approved TBD**

**EPC selected 04/2023**

**First phase Permitted 05/2023**

**On-site Pilot installed 07/2023**

**Concession Signed 07/2023**

**Financial close 07/2023**

**First phase operational 01/2024**

**Full system operational 08/2024**

### **Additional Info**

[Public webpage for Philippines](#)

[Request feasibility study](#)

# Feasibility Study and Industry Comparables

## Feasibility Study Summary

- ✓ **Financial:** Multiple sources of revenue, long-term contracts and network effects deliver durable cash flows and high margin operations.
- ✓ **Regulatory:** International Automated People Mover standards for system safety.
- ✓ **Land acquisition:** None. Installed within public rights-of-way (RoW) alongside roadways within utility-like aerial easements.
- ✓ **Government:** Provides aerial RoW easements through long-term concession agreement. Strong government support from revenue stream and no government funding. Provides public transport that is convenient, inclusive, accessible, sustainable, and equitable. No land use or negative impact on other modes of travel. Lowers gov't cost for road & bridge maintenance.
- ✓ **Construction:** 90% of work is competitively bid on fixed-price contracts with qualified and reputable firms. Infrastructure is built in factory which makes for fast installation and low disruption.
- ✓ **Environmental:** No significant environmental impact. Carbon negative. Pollution free. Powered by clean and renewable energy
- ✓ **Societal:** Fast to build and not disruptive. Improved safety, reduced crime. Creates jobs and economic growth. Eliminates congestion & parking issues. Integrates with existing transport.
- ✓ **Technical:** Exclusive, elevated, fully-automated guideway avoids complexities of multi-modal roadway. Similar to systems that have been safely operating for 45+ years. See box to right →

## Podway vs. ATN/PRT

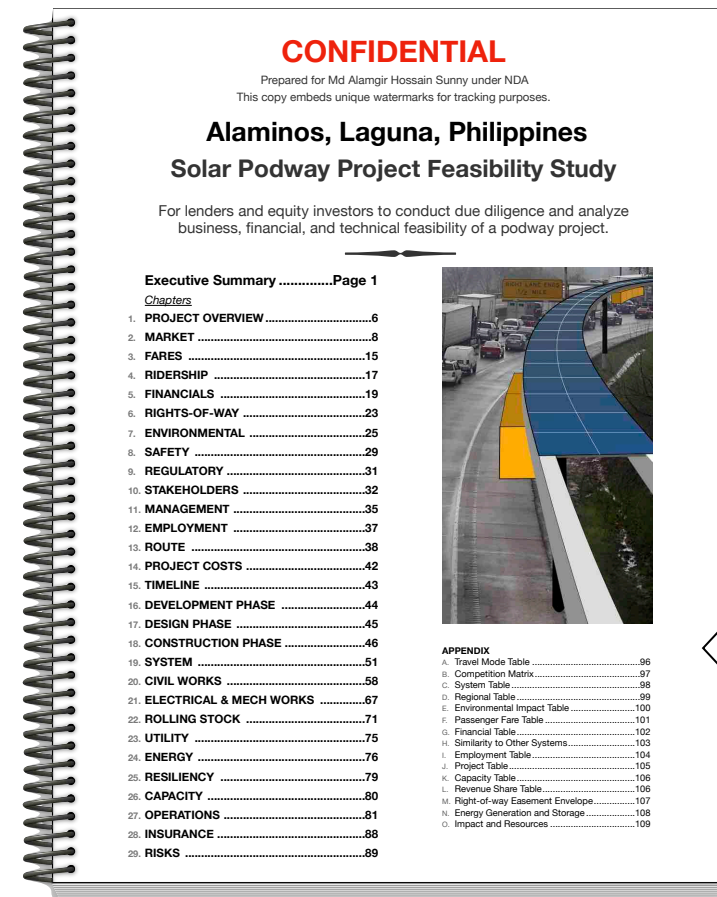
- No land use:** podways go alongside existing roads use low-cost stops to enter pods at ground level.
- Low cost:** mass production of civil infrastructure
- Goods:** automated transport of freight and packages
- Utilities:** integrates utility lines & street lighting
- Energy:** solar & wind on podway generate distributed renewable energy & storage to sell.
- High capacity:** 6-pod trains every second carry 86,400 seats/hr. Pod lifts can handle any loading demand.
- High speed:** 242 km/h (150 mph) over long distances
- Convenience:** road-like network with stops on every block achieve car-like convenience and availability.

## Operational ATN/PRT Systems

Location	Name and Vendor	Route (km)	Vehicles	Service Year
Morgantown, West Virginia	Morgantown PRT	5.8	70	1975
London Heathrow Airport	ULTra	3.8	21	2011
Masdar City, UAE	2getthere	1.8	10	2010
Suncheon, South Korea	Vectus	4.6	40	2014
Raytheon, Massachusetts (tested)	PRT 2000	1.5	3	1995-1997

## Related podway projects

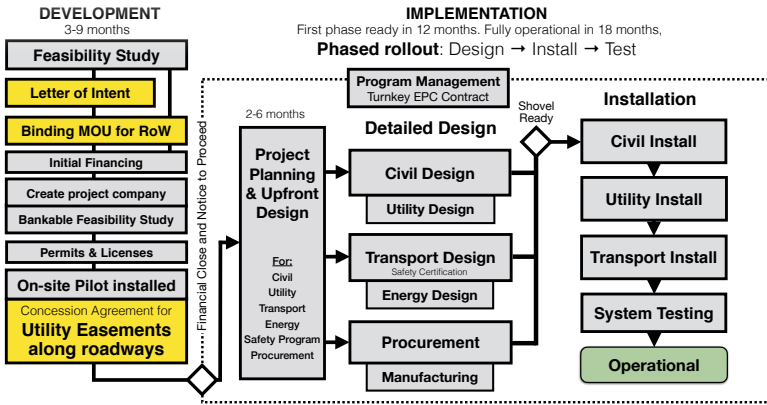
- Barishal, Bangladesh:** In Development Phase. AECOM providing program management. Local firm preparing route survey and environment impact study.
- Pilot:** Installed in Oct 2021 in Massachusetts, USA. Testing underway and operational in Q4 2022.
- Government commitments** for 8+ countries in Africa, Asia, and North America



Feasibility Study and Industry Report available upon request.



# Project Details

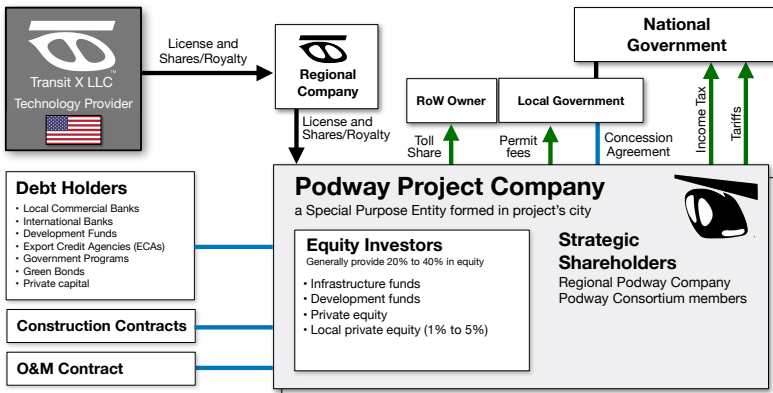


Top-level timeline and schedule

## Partners and Major Contracts

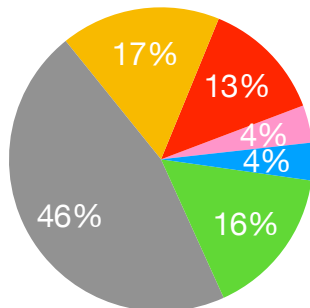
- Lead Developer** Transit X
- Accounting / CPA** big 4
- Concession Agreement** Gov't (or private)
- Financial advisor** EACP
- Program Management** AECOM
- Bankable Study** KPMG/PwC/EY
- Insurance** Lloyds of London
- Transit Engineering** Capgemini
- Civil Works** Competitive bid
- Energy Systems** Competitive bid
- Manufacturing** Multiple contracts

## Project Structure



## Use of Funds

- Development
- Design
- Procurement
- Implementation
- Contingency
- IDC



## Use of Funds

Task item	Cost (US\$)
<b>1 DEVELOPMENT: 3 to 9 months</b>	<b>\$3.7M</b>
2 Feasibility Study	412,000
3 Ridership-Revenue Study	262,000
4 Pilot	599,000
5 Civil planning & assessment	1,347,000
6 Contracts, Documentation & Legal	337,000
7 Project Management	299,000
8 Travel & Meetings	112,000
9 Contingency for Development Phase	374,000
<b>10 IMPLEMENTATION / EPC</b>	<b>\$89.8M</b>
<b>11 DESIGN: 3 to 6 months duration</b>	<b>14,967,000</b>
12 Financing fees	2,694,000
13 Contracts & Legal	898,000
14 Commission fee	2,724,559
15 Civil Design	2,694,000
16 Transport Design	1,946,000
17 Utility Design	1,796,000
18 Permitting & Approvals	1,048,000
19 Owner's Engineer and Rep	1,347,000
20 Project Management (through construction)	1,497,000
21 Independent Engineering Consultant	599,000
<b>22 PROCUREMENT</b>	<b>43,029,873</b>
23 Substructure (vertical supports)	3,012,000
24 Superstructure (guideway)	18,503,000
25 Pods (vehicles)	3,442,000
26 Lifts	2,582,000
27 Solar & Wind generation	13,339,000
28 Battery packs (energy storage)	430,000
29 Shipping & Tariffs	1,721,000
<b>30 INSTALLATION: 12 to 18 month duration</b>	<b>\$15.9M</b>
31 Insurance & Bonding	318,047
<b>Civil Structures (Podway)</b>	<b>7,315,000</b>
32 Site work	732,000
33 Utility diversions	2,341,000
34 Foundations	1,829,000
35 Erection (labor + equipment)	2,195,000
36 Inspections and Certifications	219,000
<b>Rolling Stock (Pods &amp; Lifts)</b>	<b>5,248,000</b>
37 Installation & Commissioning	2,099,000
38 Testing & Safety Certification	2,309,000
39 Documentation & Training	840,000
<b>Facilities</b>	<b>1,590,000</b>
40 Pod cleaning facilities	318,000
41 Repair & maintenance facilities	334,000
42 Pod parking garage	382,000
43 Control room	557,000
<b>Energy Systems</b>	<b>1,431,000</b>
44 Installation	1,144,800
45 Utility Interconnects	286,200
<b>Other</b>	<b>15,943,015</b>
46 15% Contingency	12,201,287
47 Interest During Construction	3,741,728
<b>53 TOTAL PROJECT COSTS</b>	<b>\$93.5M</b>

# Business model

Operate tollway and collect fees for passenger trips, freight, and parcels. In pod direct marketing/advertising.

Renewable energy generation with storage. Utility attachment fees.

## Concession Agreement with Government

- Easement rights-of-way for 5% share of revenue
- Guaranteed minimum usage by government
- 35 to 50 yr term with extension or removal at end
- A common carrier with social benefit
- Can sell and distribute renewable energy
- No land ownership
- Local content %, Job transition programs
- Clear tender process & reasonable import tariffs
- Formula for setting majority of fares.
- Utility integration with attachment fees
- Service quality levels, capped liability, safety program
- Ability to move project funds into and out of the country

## Financial Strengths

- **Predictable revenue** from long-term contracts and multiple revenue streams, including PPA.
- **Durable High Margins** from long-term contracts, network effects, high barriers to entry, a platform business model, a vertically integrated system, and exclusivity.
- **Fixed price & time construction** installation of factory-built light civil infrastructure. Phased roll-out.
- **Low CAPEX** and competitive with rebuilding a roadway or transition to electric vehicles. Lightweight vehicles and loads enable low cost civil structures. Rapid construction reduces interest on debt.
- **Low OPEX** because no driver cost, no fuel cost, low maintenance and repair costs, low marketing costs
- **Low fixed OPEX** over 75% of expenses are variable and proportional to revenue.
- **Sustainable/Equitable** Clean energy and transport delivers superior ESG/SDG/Triple-bottom line
- **Proven tech** Comparable systems have been operating safety for 40+ years in US. Fixed price contracts.

## Financial Projections

	Expected	50% less passenger trips	50% less passenger trips & 50% less freight trips
<b>Project cost / CAPEX</b>	<b>\$93.5M</b>	<b>\$93.5M</b>	<b>\$93.5M</b>
<b>NET REVENUE</b>	<b>\$55.8M</b>	<b>\$42.3M</b>	<b>\$29.6M</b>
<b>Passenger fares</b>	\$26.3M	\$13.1M	\$13.1M
Long-term guaranteed contracts (est.)	\$1.3M	\$656.3K	\$656.3K
Daily trips (% mode share)	66,020 (43%)	33,010 (21%)	33,010 (21%)
Avg. revenue per trip: \$	\$1.09		
Revenue per vehicle	\$314,981		
<b>Advertising</b>	\$586.1K	\$293.0K	\$293.0K
per hour per passenger	\$0.62		
<b>Freight &amp; Parcels</b>	\$25.5M	\$25.5M	\$12.7M
Long-term guaranteed contracts (est.)	\$1.8M	\$1.8M	\$891.2K
<b>Energy</b>	\$1.5M	\$1.5M	\$1.5M
\$/MWh (\$/GJ)	\$30		
<b>EV &amp; Carbon Credits</b>	\$902.1K	\$902.1K	\$902.1K
per tCO2e	\$120		
<b>Attachment fees</b>	\$1.1M	\$1.1M	\$1.1M
<b>OPEX</b>	<b>\$18.6M</b>	<b>\$15.3M</b>	<b>\$12.1M</b>
Toll share	\$2.8M	\$2.1M	\$1.5M
Operations & Maintenance, SG&A	\$11.2M	\$8.5M	\$5.9M
Depreciation / Reserve	\$4.7M	\$4.7M	\$4.7M
<b>EBIT</b>	<b>\$37.1M</b>	<b>\$27.1M</b>	<b>\$17.5M</b>
<b>Interest Payment</b>	<b>\$6.3M</b>	<b>\$6.3M</b>	<b>\$6.3M</b>
<b>Net Operating Income (NOI)</b>	<b>\$26.2M</b>	<b>\$17.7M</b>	<b>\$9.5M</b>
<b>Gross Margin (OPEX/Revenue)</b>	67%	64%	59%
NOI / Project cost ratio	0.28	0.19	0.10
Breakeven Revenue	44%		
Return of Capital	5.6 years		
DSCR	Year 1: 1.99 Year 5: 6.63		
Cash-Flow-to-Debt Ratio	0.33		
Valuation at year 5 (with P/E ratio of 4)	\$223.0M (11.9 times initial equity)		
<b>Project's IRR</b>	<b>25%</b>		

# 10-year Pro Forma

Dollar values in thousands USD ('000)

Years ►	0	1	2	3	4	5	6	7	8	9	10
<b>1 INCOME STATEMENT</b>											
2 <b>Net Revenues</b>	\$ 0	\$ 16,725	\$ 23,416	\$ 32,782	\$ 45,895	\$ 55,752	\$ 55,752	\$ 55,752	\$ 55,752	\$ 55,752	\$ 55,752
3 <i>% of steady-state revenue</i>	0%	30%	42%	59%	82%	100%	100%	100%	100%	100%	100%
4 <b>Operating Costs</b>	\$ 0	4,181	5,854	8,195	11,474	18,802	18,802	18,802	18,802	18,802	18,802
5 <b>Toll Share</b>	\$ 0.00	836	1,171	1,639	2,295	2,788	2,788	2,788	2,788	2,788	2,788
6 <b>Operations &amp; Maintenance, SG&amp;A</b>	\$ 0	3,345	4,683	6,556	9,179	11,150	11,150	11,150	11,150	11,150	11,150
7 <b>Depreciation / Reserve</b>	\$ 0	0	0	0	0	4,864	4,864	4,864	4,864	4,864	4,864
8 <b>EBIT</b>	\$ 0	12,544	17,562	24,586	34,421	36,949	36,949	36,949	36,949	36,949	36,949
9 <b>Interest Payment</b>	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305	\$ 6,305
10 <b>Taxes</b>	\$ 0	936	1,688	2,742	4,217	4,597	4,597	4,597	4,597	4,597	4,597
11 <b>Net Operating Income (NOI)</b>	\$ (6,305)	5,303	9,568	15,539	23,898	26,048	26,048	26,048	26,048	26,048	26,048
<b>12 BALANCE SHEET</b>											
13 <b>Total Assets</b>	\$ 96,663	96,770	96,919	97,128	97,285	97,285	97,285	97,285	97,285	97,285	97,285
14 <b>Cash &amp; Marketable Secur. (BOP)</b>											
15 <b>Fixed Assets (acquisition cost)</b>	\$ 96,663	96,770	96,919	97,128	97,285	97,285	97,285	97,285	97,285	97,285	97,285
16 <b>Depreciation</b>	\$ 4,833	4,838	4,846	4,856	4,864	4,864	4,864	4,864	4,864	4,864	4,864
17 <b>Accumulated Depreciation</b>	\$ 4,833	9,672	14,518	19,374	24,238	29,102	33,967	38,831	43,695	48,559	53,424
18 <b>Total Liabilities</b>	\$ 78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576
19 <b>Debt</b>	\$ 78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576	78,576
20 <b>Equity</b>	\$ 18,709	24,012	33,580	49,119	73,017	99,065	125,113	151,161	177,209	203,257	229,303
21 <b>Capital</b>	\$ 18,709	18,709	18,709	18,709	18,709	18,709	18,709	18,709	18,709	18,709	18,709
22 <b>Retained Earnings</b>	\$ 0	5,303	14,871	30,410	54,309	80,356	106,404	132,452	158,500	184,547	210,595
<b>23 CASH FLOW</b>											
24 <b>Free Cash Flow</b>	\$ (96,663)	12,438	17,413	24,378	34,264	41,814	41,814	41,814	41,814	41,814	41,814
25 <b>Cash From Operations</b>	\$ 0	12,544	17,562	24,586	34,421	41,814	41,814	41,814	41,814	41,814	41,814
26 <b>Increases in Working Capital</b>	\$ 0	0	0	0	0	0	0	0	0	0	0
27 <b>CAPEX</b>	\$ 96,663	107	149	209	157	0	0	0	0	0	0
28 <b>Fixed Infrastructure</b>	\$ 82,010	0	0	0	0	0	0	0	0	0	0
29 <b>Energy</b>	\$ 10,645	0	0	0	0	0	0	0	0	0	0
30 <b>Pods</b>	\$ 266	107	149	209	157	0	0	0	0	0	0
31 <b>Interest during construction</b>	\$ 3,742	0	0	0	0	0	0	0	0	0	0
32 <b>Cash Flow From/To Finance</b>	\$ 90,980	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)	(6,305)
33 <b>Cash From/To Equity Investors</b>	\$ 18,709	0	0	0	0	0	0	0	0	0	0
34 <b>Cash From/To Debt (Principal)</b>	\$ 78,576	0	0	0	0	0	0	0	0	0	0
35 <b>Dividends</b>	\$ 0	0	0	0	0	0	0	0	0	0	0
36 <b>IRR to date</b>	loss	loss	(51%)	(22%)	(3%)	9%	16%	12%	14%	16%	25%

# Offering

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Phase ➡	Capital (greenfield) Investment				IPO or Brownfield Investors
	Initial Development	Development Equity	Implementation Equity	Debt	
<b>Amount to be Raised</b>	\$0.4M	\$3.7M	\$14.6M	\$78.6M	
<b>Status</b>	To be raised	To be raised	Have commitment(s)		12-18 months from start of operations
<b>Collateral/Asset</b>	MOU and/or PPA		Installed equipment, Tax Credits, PPA		
<b>Terms</b>	Common + Preferred Shares			5-20 year term Limited Recourse	Dividends and share of profits
<b>Exit</b>	Exit at start of implementation (12-18 months)		Exit @ 18 months after start of operations	n/a	Dividends and profit distribution
<b>Investment goals</b>	Risk-adjusted returns or Bank Guarantee (BG)		>20% IRR	Low risk of default	Long-term, dependable cash flow
<b>Target Return on Capital</b>	72% (or 15% with BG)	54% (or 15% with BG)	36%	n/a	15%
<b>Use of Funds &amp; Milestones</b>	Contract for Bankable Feasibility Study. Environmental impact Route Survey. Pilot ordered. Create project company in country.	Permits & Planning. Major contracts signed. Pilot installed. Full investment docs. Concession signed.	Overall Design and Docs. First phase procurement and implementation. Insurance & bonding.	Remaining Procurement, installation, and commissioning.	