OVERVIEW OF THE MEXICAN RAIL SECTOR

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Overview of The Mexican Rail Sector

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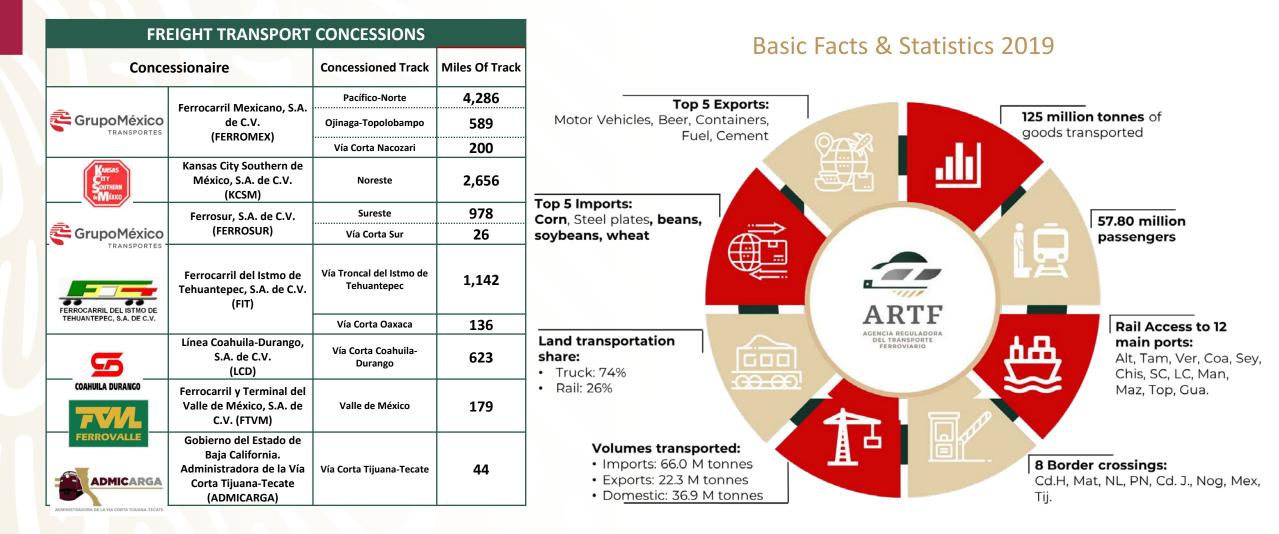
The Mexican Rail Sector: The Network

TRACK TYPE DISTRIBUTION 2019

Type of Track	Length (mi.)	%
Concessioned Main and Secondary Track	10,850	74.2%
Auxiliary Track (Yards & Sidings)	2,796	19.1%
Private Track	972	6.7%
TOTAL (Operational Track)	14,618	100%
Out-of-operation Main and Secondary Track	2,203	
TOTAL	16,821	



The Mexican Rail Sector: Facts & Figures



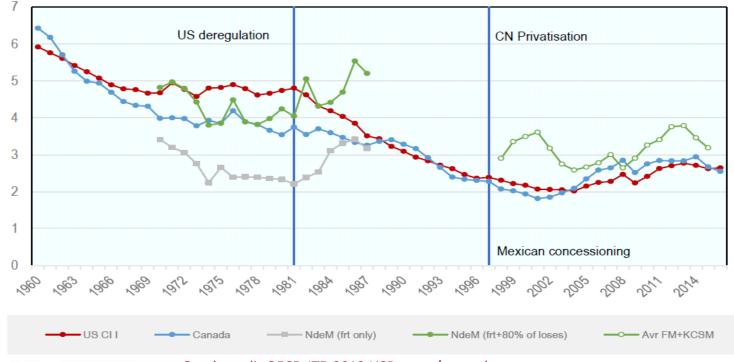
The Mexican Rail Sector: Scheme & Regulation

- State-owned company from 1908 to 1995 Ferrocarriles Nacionales de México.
- 1995, complete restructuring: Concession model. Vertically integrated. Regional market power.
- Main objectives met and significant progress so far, but challenges still ahead.
- Investment over 8.5 billion USD in 23 years.
- 2015 law reform, creation of ARTF. Duties: technical & economic regulation, safety, registrar, rail law enforcement.
- Economic regulation in exceptional cases.
 Intervention must be preceded by investigation and ruling by the Federal Competition Commission.



The Mexican Rail Sector: Current

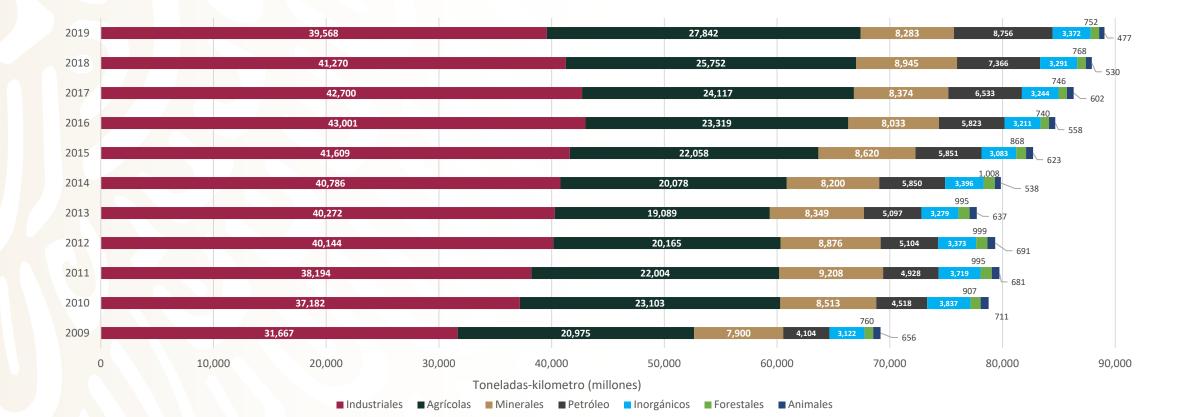
- Enormous unbalance between freight and passenger services, that were cancelled due to strong policy against subsidies.
- Volumes have been growing at a higher rate than GDP.
- International trade is the main vocation of the Mexican Rail System. Competitive rates in comparison with Canada & US.



Graph credit OECD-ITF. 2012 USD cents/tonne-km

The Mexican Rail Sector: Current

- Modal share: Rail won significant share of Surface transportation in the first 10-12 years of concession. Stalled since then.
- Main product segments: Industrial products (autos & parts, consumer goods), agricultural, minerals. GRAIN!



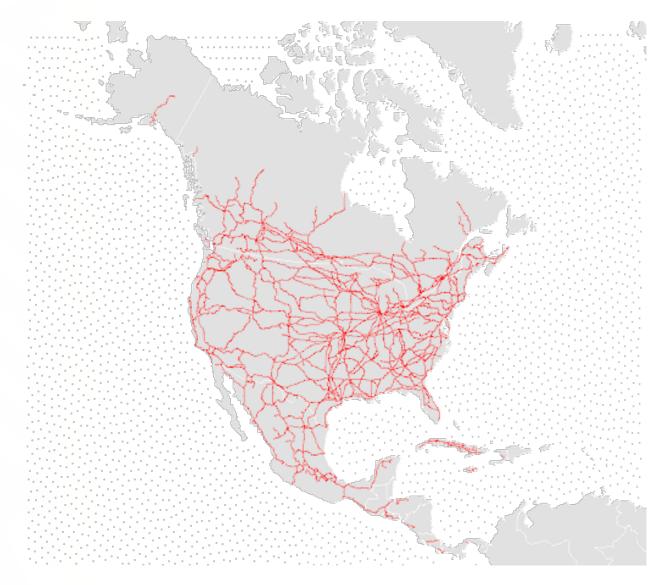
The Mexican Rail Sector: Challenges

- Passenger service limited to one commuter line (Mexico City) and two touristic services.
- Competition against road transportation: uneven ground.
- Density of traffic: continuous improvement in the past 20+ years, but capacity is still available. Bottleneck is now terminals.
- Better information = better regulation: New system of Rail KPI's.
- ARTF consolidation, created 4 years ago, many regulatory tools still in development: network model, economic regulation tools. Budget constraints.
- Short trackage rights could improve access and competitiveness.



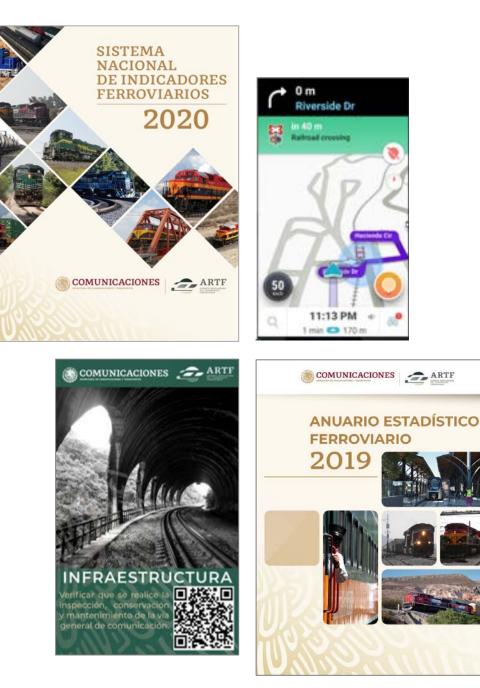
The Mexican Rail Sector: Path Forward

- Long-term (50 year) prospective study in progress. (first time!)
- Increase freight railway modal share to 40%.
- Bring back Passenger service considering a scalable interoperable network. (mediumsize projects*)
- Safety & security: level crossings, external factors. Safety regulation.
- Post-COVID-19: strong position.
- USMCA: Railways are a key factor in North-American supply chains.
- Freight conversion from truck to rail.



ARTF: Who we are?

- The Rail Transportation Regulatory Agency of Mexico is a deconcentrated administrative body of the Secretariat of Communications and Transportation established Aug. 2016.
- 70 staff plus trainees and interns.
- \$6.2 million average yearly budget.
- Duties: Technical and economic regulation, safety, statistics, registrar, inspections, promotion, emerging projects, controversies and sanctions.
- Recent developments:
 - First regulated rates case
 - New KPI's, Yearbook, Altas of the MRN
 - Great Vision Study of the Mexican Railway Sector
 - Waze alerts, Grade crossing projects
 - Online inspection platform
 - Issuing of four new technical official norms



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