



CITY AND COUNTY OF SAN FRANCISCO
San Francisco Municipal Transportation Agency
Request for Proposals
THE PROCUREMENT OF
30-Foot, 40-FOOT AND 60-FOOT LOW FLOOR
DIESEL HYBRID COACHES

Proposal Section	Title	Bid Submission Requirements
8-A	PAST EXPERIENCE	A. the type of ownership, number of years the firm has been in business under the present business name (and any other prior names) and the number of years of experience in manufacturing Hybrid-Electric Diesel Coaches;

Please refer to the attached information.



Best Long Term Partner

New Flyer is the leading manufacturer of heavy-duty transit buses in North America.

Established in 1930, the company has designed and built a variety of bus models that include the most diverse drive systems available.

Since 1959, New Flyer has focused on today's heavy-duty urban transit industry, delivering **over 34,000 buses to 270 customers in 38 states**. We have manufacturing facilities, parts distribution centers, service centers, sales, service and training personnel across America to support the hundreds of customers we proudly serve.



In June 2013, New Flyer acquired North American Bus Industries (NABI). This acquisition provided synergistic opportunities to offer our customers a more diverse product offering, as well as enhancing spare parts supply and customer service coverage. Coupled with our acquisition of Daimler Buses North America Orion aftermarket parts business in March 2013, New Flyer diligently supports over 42,000 buses in service today.

Including our NABI and TCB subsidiaries, New Flyer's **3,000 team members** are dedicated to support the needs of our customers.

Our mission is to provide our customers with the **Best Bus Value and Support for Life**.

Broadest Product Portfolio

The depth and breadth of our line of products is unmatched in North America. We are proud to offer more lengths, more styling and propulsion options than any other bus manufacturer.

The New Flyer MiDi® is a medium-sized, low-floor bus that is ideal for use in medium-duty transit, community shuttle services and for connecting passengers to high-frequency transit routes. Available in 30-foot and 35-foot lengths, the streamlined European design of the MiDi® offers transit agencies and passengers an optimal combination passenger friendly and value driven features.

The New Flyer Xcelsior® is New Flyer's a best-in-class heavy-duty transit vehicle. Available in multiple lengths, and propulsion, the Xcelsior has a number of inherent BRT styling features and numerous available options to meet the needs of all types of transit service. The Xcelsior was designed with industry best accessibility, passenger and driver experience, and noise reduction improvements. This lighter weight vehicle has improved fuel economy and lower lifecycle costs through maintainability improvements.



	Vehicle Length				Propulsion				
	30'	35'	40'	60'	Diesel	CNG	Hybrid	Electric Trolley	Battery Electric
	✓	✓	✓	✓	✓	✓	✓	✓	✓
New Flyer MiDi®	●	●			●				
New Flyer Xcelsior®		●	●	●	●	●	●	●	●

All vehicles come with our commitment to **Lifetime Customer Care**.

Demonstrated Performance

Our Experience:

Together with our subsidiaries, NABI Bus and NABI Parts, we are the leading manufacturer of heavy-duty transit buses in the United States and Canada and a leading provider of aftermarket parts and support. We are the largest manufacturer in the US and Canada, with a 43% market share. There are currently more than 24,000 New Flyer buses and 8,000 NABI buses in revenue service today, which is more than any other OEM. This represents approximately 40% of the estimated 80,000 active heavy-duty transit buses in the United States and Canada.

Twenty-four out of the 25 largest transit authorities in the United States and Canada (based on the number of buses in service in 2013), operate either New Flyer or NABI buses, or both. The Company has active business relationships (which include the sale of parts) with approximately 270 transit authorities in Canada and the United States. These 270 transit authorities operate approximately 75% of the total heavy-duty transit buses in service today.

Our customer base is comprised of systems of varying sizes, ranging from smaller cities the size of Los Alamos, NM and Grand Forks, ND to large metropolises such as New York and Philadelphia. As a result, we have gained tremendous experience executing contracts of all configurations – from very simple, straightforward contracts to very complex multi-year procurements with a wide variety of models, lengths and propulsion systems. We execute contracts as small as 1 bus, and as large as 900 buses.

The average tenure of our customer relationships is 19 years, and over 2/3 of our business is repeat business from our customers. We value the relationships we have built and we look forward to developing new relationships, which allow us to continue to find ways to improve our products to meet your needs.

Product Reliability:

New Flyer buses are often called the “workhorses” of the fleet. Our New Product Development process conducts rigorous testing including:

- Altoona durability testing,
- Bodycote shaker table testing,
- Comprehensive HVAC testing,
- Side and Front Crashworthiness Testing



- Emergency Obstacle Avoidance Testing
- Engine Cooling IQA Testing
- Interior and Exterior Noise Testing
- Suspension / Ride Quality Testing

Once in service, the New Flyer Customer Service team continually measures and addresses customer concerns and field issues on our buses, providing critical feedback into our product improvement initiatives, ensuring a better product is developed.

Quality Assurance

Our commitment to best bus value and support for life begins with ensuring that we consistently manufacture vehicles of the highest quality. New Flyer maintains an ISO 9001 certified Quality Management System (QMS).

Our QMS is designed to ensure that the company is able to consistently provide product that meets customer and applicable regulatory requirements, and improves customer satisfaction through systematic analysis and continual improvement. It combines pre-production planning with in-process inspection and final quality validations. Highlights of our quality management system include:

- Manufacturing Readiness Assessment
- Pre-Sourcing Audits
- Product Quality Standards
- Property Inspection Orientation:
- Pre-Production Review of expectations and standards prior to line entry with our customers.
- Work Cell Quality at the Source
- New Flyer Quality Gates and In-Process Inspections
- Weld Certifications and Inspections
- Final Bus Test Procedures
- Live Bus and Live QA

New Flyer strives to continually improve our processes and products to meet and exceed customer expectations. Through ongoing analysis of Key Performance Indicators and customer feedback, each functional area defines annual objectives and targets to improve first time quality, product reliability, responsiveness and customer satisfaction.

Operations Excellence

New Flyer's Operational Excellence program ("Op Ex) was initiated at New Flyer in the fall of 2008. Our vision is to provide and maintain a safe, clean and efficient working environment for all employees while ensuring we are the most efficient producer through defined processes and procedures that are sustainable for growth. We utilize LEAN manufacturing techniques, such as 5S, Value Stream Mapping and A3 Problem Solving to address areas deemed as opportunities for improvement. New Flyer believes that the our Op Ex program provides our customers with a better quality product, while eliminating waste and inefficiency from our processes.

We hope that you can visit our facilities to see first-hand the exciting changes that are taking place.

**Committed to Lifetime Customer Care**

When you purchase a New Flyer bus, our relationship lasts for as long as you own the vehicle. We are committed to lifetime customer care, including comprehensive in service support, training, resolution of any technical or operational concerns that you may have.

Customer Service

Once your New Flyer bus is delivered to you, your Regional Product Support Manager will work with you to support delivery and acceptance of the bus, and then will continue to provide field support for any warranty campaigns and in-service modifications. Warranty will be administered through iWarranty, our online warranty management system. Claims can be entered and monitored in real time to simplify the process, eliminate paperwork and reduce the time you spend managing your warranty process.

Spare Parts

New Flyer is the largest North American supplier of transit industry spare parts. Our Parts Distribution Centers are conveniently located, holding the inventory required for maintenance, warranty and retrofit campaigns. In addition to our wide range of genuine OEM parts, New Flyer offers Kinetic™ - our private label brand to provide affordable and reliable alternative spare parts. We supply material to more than 300 transit organizations in North America, and offer many innovative supply chain solutions – from parts kits to fully vendor managed inventories.

Lifecycle Cost Management

New Flyer Connect™, our on-board telematics system, is the cornerstone to improving lifecycle costs. Connect™ supports real-time driver efficiency and bus health monitoring to allow you to manage driving techniques and maintenance plans, ensuring fewer road calls, lower unplanned maintenance expense and better fuel efficiency. New Flyer Connect™ hardware comes standard with every New Flyer bus delivered, and economically priced subscriptions are available for our Driver Monitoring and Bus Health Monitoring services.

New Flyer Publications

Our technical publications professionals combine extensive, hands-on experience with exceptional writing, illustration and publishing skills to create industry best maintenance and operations manuals. We have access to top engineering and design professionals, which enables the New Flyer publications team to provide manuals that are:

- Accurate content, combining years of experience with engineering design data.
- Build Specific information, with the components and systems specified for your bus.
- User Friendly transit information viewer, providing ability to conduct high speed searches, flexible view and print capabilities.
- Comprehensive preventative maintenance procedures, illustrations, part listings and exploded diagrams.

New Flyer Institute

Originally established within New Flyer as a means of training our own employees, the New Flyer Institute is now expanded to deliver world-class training to our customers. For decades we have worked closely with customers to design and deliver exceptional training— allowing you to invest in your employees' skill



sets in a cost effective manner. The New Flyer Institute can deliver content in a number of different delivery methods, including:

- Classroom Training, including axles, doors, air systems, electrical systems, cooling systems and articulated joint familiarization.
- On the Job Training, to supplement classroom training.
- eLearning, featuring 3D animations, photos, video, quizzes and simulations.
- Webinars on the latest trends and technologies in the transit industry to supplement your training development program.

Sustainable Management

New Flyer remains the only bus OEM to have acquired all three areas of certification, including:

- ISO 9001 (quality),
- ISO 14001 (environment), and
- OHSAS 18001 (safety).

These standards have been integrated into the New Flyer Management System, which means that any activity in the company must meet all three sets of criteria, ensuring we never compromise.

These standards are measurable and considered the industry's best practices, and are the foundation for our Sustainability initiatives, which allows us to create "A Better Product. A Better Workplace. A Better World."

Experienced and Committed Management Team

With unwavering dedication and commitment to Deliver **the Best Bus Value and Support for Life** to our customers, New Flyer's leadership team balances the needs of customers, employees and shareholders in every decision we make.

We strive to be good partners to our suppliers and good corporate citizens in our community.

Employee Health and Safety

At New Flyer, we recognize that our employees are our most valuable asset. We believe that fostering a culture of teamwork and engagement results in better employee satisfaction and better quality products.

Our world class Health and Safety Management System is certified to OHSAS 18001 standards, and ensures that our products are manufactured under the safest conditions. By focusing on employee training and awareness, as well as investing in safety improvements, we have dramatically reduced the number of accidents and incidents in our facility over the past ten years.

New Flyer supports and enhances employee healthy lifestyle choices with wellness initiatives, such as a Bionomics program, fitness events and health clinics. With reduced risk of illness or injury, our employees are more engaged, which translates into a better product and more efficient production process.

Environmental Responsibility

New Flyer's ISO 18001 certified Environmental Management System ensures dependable products are manufactured using the most environmentally responsible techniques available.



We believe that we have an obligation to manufacture your buses in an environmentally responsible manner. We have taken measures to minimize the impact of our manufacturing facilities on the environment with initiatives such as the use of low VOC products, and management of hazardous waste.

Supplier Partners

Our supply chain includes over 150 component suppliers – of which 80% are located across America. New Flyer is truly invested in providing support and care for the entire time you operate our buses. We have an active and focused Disadvantaged Business Enterprises and Minority Women Business Enterprise program which seeks to add qualified DBE and MWBE suppliers to the New Flyer our supply chain.

Corporate Citizenship

New Flyer supports many charitable organizations and activities, such as business improvement zones, student programs, children's camps and other recreational projects and programs. New Flyer is a proud supporter of United Way, COMTO, APTA, CUTA and many other local and industry organizations.

World Class Manufacturing

Since 1930, New Flyer has designed and manufactured over 34,000 heavy-duty transit buses to customers throughout the United States and Canada, including more than 4,000 CNG powered buses.

We maintain five bus and component manufacturing facilities throughout North America spanning a total of 1,363,000 square feet of space and employing more than 3,000 employees.

Over the last several years, New Flyer has invested significantly in our facilities, upgrading safety systems, paint, lighting, manufacturing processes and implementing in-sourcing initiatives.

By bringing the manufacture of components in-house, we feel that we can create value for our customers. Our investments in small parts paint and electrical harness fabrication have improved quality and reduced cost. In 2010, New Flyer purchased TCB Enterprises, a parts fabrication business. Today, TCB provides stanchions, modesty panels, lighting and various other components to all New Flyer facilities

Investment in the Future

New Flyer's history is punctuated with revolutionary innovations that have helped shape the transit industry. As other manufacturers are reacting to our advancements, we are proactively developing strategies to set the bar higher. Our reputation encourages technology developers to approach New Flyer with ideas that result in better buses for our customers.

With over 190 personnel, New Flyer has the largest engineering department in the industry. This allows us to meet the varied needs of all of our customers. Since 2003, we have successfully built buses in four lengths, five models and nine propulsion systems, all the while remaining compliant with the evolving EPA requirements. Our latest innovation is the zero emissions Xcelsior **XE40 all electric** heavy duty transit bus.



NEW FLYER

Corporate Overview

Financially Stable

In 2005, New Flyer Industries Inc. became a publicly-traded company with its income deposit securities (“IDS”) being listed on the Toronto Stock Exchange (“TSX”) under the symbol NFI.UN. In August 2011, New Flyer’s common shares (“Shares”) also began trading on the TSX under the symbol NFI. Each month since going public, New Flyer has paid a monthly cash distribution to holders of IDS, consisting of a dividend on the Share component of the IDS and interest on the subordinated note component of the IDS. Since they began trading in August 2011, New Flyer has paid a monthly dividend on the Shares to holders.

In April, 2009, at the height of the North American credit crunch, New Flyer was successful in refinancing our three-year senior credit facility. In addition, our **backlog remains solid** at USD \$3.66 billion of firm and option orders.

For the fiscal year ended December 29, 2013, New Flyer generated revenue and Adjusted EBITDA of approximately \$1,199.40 million and \$94.7 million, respectively.

Attached are 2013 audited financial statements.



Company Highlights

Year Established	1930
# Employees:	Over 3,000 (New Flyer, TCB and NABI combined)
Corporate Headquarters	Winnipeg, Canada
Ownership	New Flyer Industries Inc and New Flyer Industries Canada ULC (together the “Issuer”) are public companies trading on the Toronto Stock Exchange (NFI.UN)
Manufacturing Facilities	<p>The company’s five manufacturing facilities are located in:</p> <ul style="list-style-type: none">• St. Cloud, Minnesota• Anniston, Alabama (NABI Bus)• Crookston, Minnesota• Winnipeg, Manitoba• Elkhart, Indiana (TCB Enterprises)
Parts Distribution Centers	<p>New Flyer has positioned six regional parts distribution centers around North America to ensure timely supply of spare parts. Our PDC’s are located in:</p> <ul style="list-style-type: none">• Delaware, Ohio• Canton, Ohio• Hebron, Kentucky• Fresno, California• Winnipeg, Manitoba• Brampton, Ontario
Customer Service Facility	Winnipeg, Canada
Service Centers	<p>New Flyer maintains two regional service centers, to support our customers with maintenance, repair and overhaul activities:</p> <ul style="list-style-type: none">• Ontario, California• Arnprior, Ontario <p>We also maintain relationships with qualified service providers throughout the United States.</p>
Management System Certifications	<p>ISO 9001 (Quality Management Systems) ISO 14001 (Environmental Management Systems) OHSAS 18001 (Health and Safety Management Systems)</p>
Key Innovations	<ul style="list-style-type: none">• 1988: Introduced low-floor technology to North America• 1993: Introduced Allen-Bradley programmable logic control for bus electrical systems.



NEW FLYER

Corporate Overview

- **1994:** Delivered first natural gas (CNG) bus
- **1995:** Delivered first HD fuel cell buses to Chicago and Vancouver
- **1998:** Delivered first 40' diesel-electric parallel hybrid bus
- **2003:** Delivered first 60' diesel-electric parallel hybrid bus
- **2008:** First to deliver electronic instrument panel.
- **2008:** First to deliver LED headlights
- **2010:** Delivered the world's largest fleet of hydrogen fuel cell buses.
- **2011:** 4000th CNG bus delivered
- **2011:** 30,000th heavy duty transit bus delivered
- **2012:** Introduced all-electric XE40 prototype
- **2014:** Delivered first MiDi® midsized transit bus

**Approximate #
Buses Delivered:** **44,000 Total**
34,000 New Flyer
10,000 NABI

**Approximate #
Buses In Service** **32,000 Total**
24,000 New Flyer
8,000 NABI