

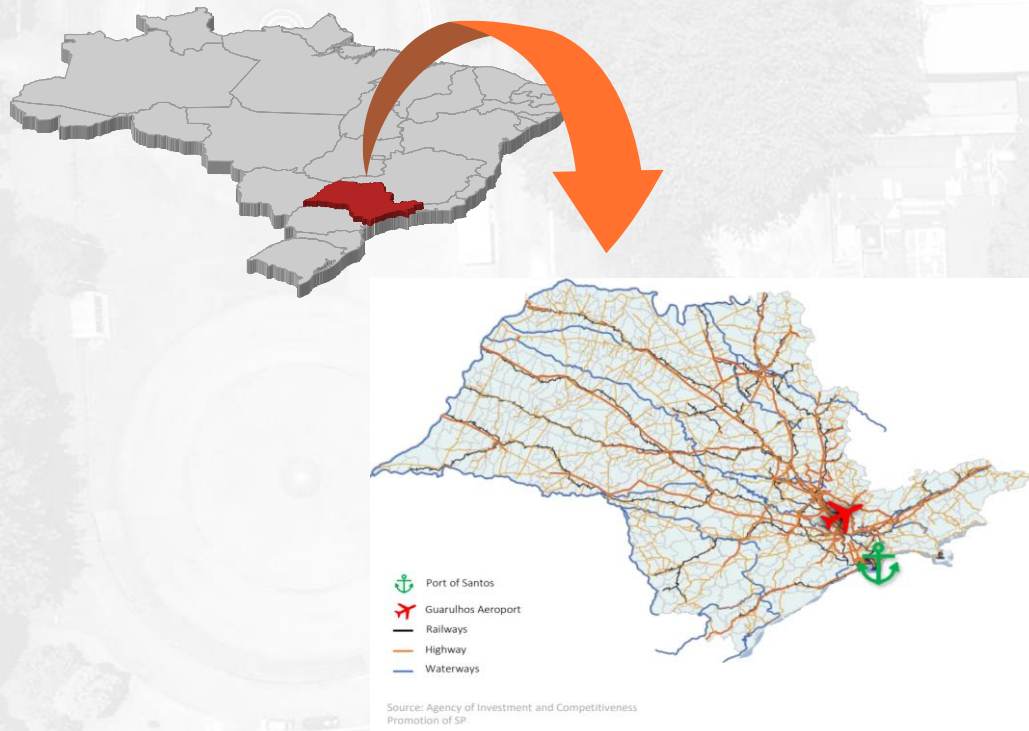


**SÃO PAULO**  
**STATE GOVERNMENT**

**THE PARTNERSHIP PROGRAM**

January, 2022

# THE STATE OF SÃO PAULO BY THE NUMBERS



**LARGEST PORT IN LATIN AMERICA**

**LARGEST AIRPORT IN LATIN AMERICA**

**HOSTS 80% OF ALL BUSINESS EVENTS IN BRAZIL**

**LARGEST RUBBER PRODUCER IN BRAZIL**

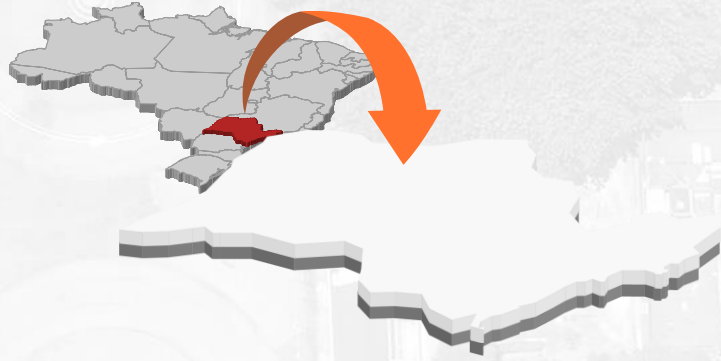
**WORLD'S LARGEST ORANGE AND ETHANOL PRODUCER**

**BEST METROPOLITAN SUBWAY AND RAILWAY NETWORK IN BRAZIL**

**LARGEST LAISURE AND ENTERTAINMENT CENTER IN LATIN AMERICA**

**BEST ROAD INFRASTRUCTURE IN BRAZIL**

# THE STATE OF SÃO PAULO BY THE NUMBERS



**2** TRILLION  
GDP (BRL/\$)



**45** MILLION  
PEOPLE



**32%**  
OF BRAZILIAN  
GDP



**31%**  
OF BRAZILIAN  
STATE'S PUBLIC  
INVESTMENT



**36%**  
OF MANUFACTURING  
INDUSTRY IN  
BRAZIL

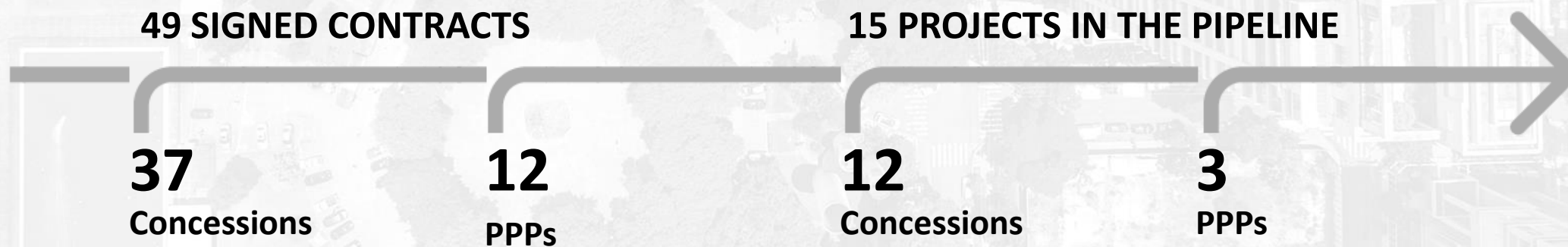


**19%**  
OF BRAZILIAN  
AGRIBUSINESS  
GDP

# EVOLUTION OF PARTNERSHIPS IN SÃO PAULO



## THE 2022 PICTURE



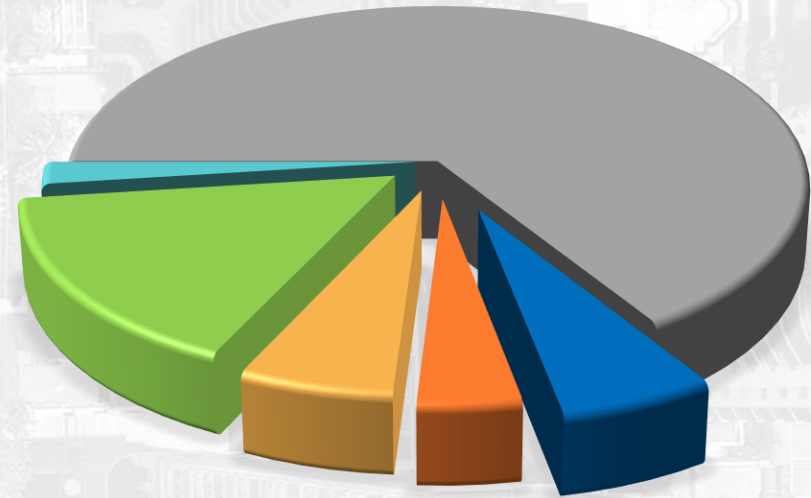
**49** SIGNED  
PROJECTS

**R\$ 101**  
**BRL billion**

*in private investments  
(minimum private capex on the signing  
contract)  
update values – Aug.2021*

(\*) Does not include Regional Airports (bid in Jul.2021) and Cantareira and Horto Florestal Parks (bid in Sep.2021) wich will be signed soon.

## Project distribution by sector



Transportation/Mobility	66%	
Energy	6%	
Sanitation	4%	
Health	6%	
Leisure/Events/Parks	16%	
Housing	2%	

# 15

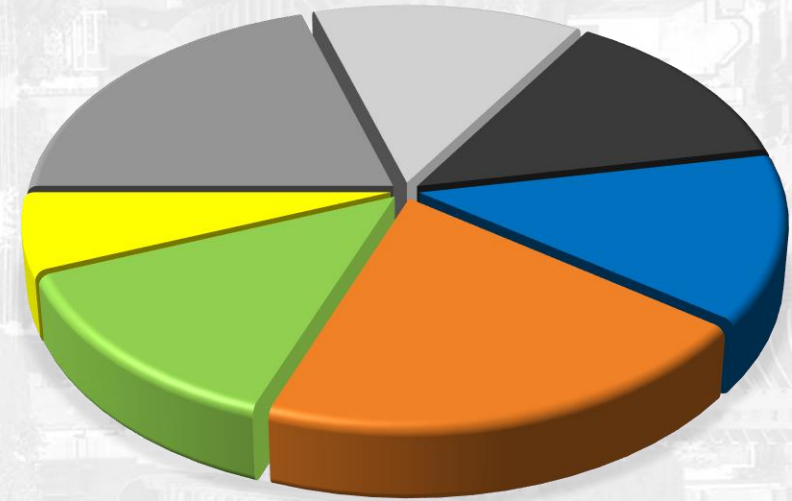
## Projects in the pipeline

# R\$ 24.8

*Planned investments*

## BRL billion

### Projects distribution by sector



Road	20%
Railway	13%
Other Modes	13%
Parks	13%
Leisure/Events	20%
Innovation and Lotteries	13%
Education	6%

# 4<sup>a</sup> ROUND OR THE ROAD CONCESSIONS PROGRAM

**P3 Awards**

**Best Financial Structure – Transport (2019)**

GOLD Midwest Highways of the State of São Paulo



**BRL 24 bi in investments**



**BRL 4,1 bi in awards after agreement's execution**  
with **7.030%**, **131%**, **438%** e **91%** off grants in  
each of the concession already tenderd



First highway concession awarded to a private equity  
fund (Pátria Investimentos) bidding alone



First logistic project fully financed by the capital  
markets (operated by Entrevias)



Direct Agreement based on the best international  
practices regulates lender's rights



Auction attended by top global players



Improvements to the attractiveness of the projects  
(such as clear indemnification clauses and  
periodic reviews)



Exchange-rate risk protection mechanism based  
on the variable grants (no fiscal exposure to the  
government)

# PIRACICABA-PANORAMA ROAD

Total Extension

**1,273 km**

**62 cities**  
involved

Around

**BRL 14 billion**  
In investments

**2,8 million**  
People benefited

Auction was held in January, 2020

PATRIA



Consortium formed by a Brazilian private equity firm (Patria) and Singapore's Sovereign Wealth Fund  
**Bid of BRL 1.1 billion in premium**

**Bid Winner**



Bid of BRL 527 million in premium

**Singapore's Sovereign Wealth Fund (GIC)**

The first Asian Investor participated in a road auction in the State of São Paulo evidencing the **maturity and international trust** in the State's Concession Program

**First carbon-zero highway in Brazil**





# GRANTED PROJECT

Contract signed on July 1st, 2021

## LINES 8 AND 9

Bidding Winning Consortium : Via Mobilidade  
CCR and Grupo Ruas  
Fixed Grant: BRL 980 million (premium of 202%)

Concession of metropolitan train services, comprises the operation, maintenance, modernization and supply of rolling stock

**BRL 3.2 billion** investments

Total existing extension of 46 miles  
Construction of + **2.8 miles stretch of Line 9 and 1 new station**  
**38 existing stations**, 3 of which are integrated with the Metro network  
+ **João Dias Station renovation**

**Line 8 – Diamond**  
515 thousand  
passengers/day

**Line 9 – Esmerald**  
605 thousand  
passengers/dia



# GRANTED PROJECTS

## CAMINHOS DO MAR PARK

**CAPEX: BRL 18.5 million**, including BRL 4,2 million resources for restoration.

Winner: The Parques Fundo de Investimentos Consortium. Proposal of BRL 4 million. Premium of 216%.

Auction held on Nov 4, 2020. **Contract signed on March 17, 2021.**



## ZOO and BOTANICAL GARDEN

**CAPEX: BRL 370 million**

Winner: Reserva Paulista Consortium. Proposal BRL 111 million. Premium of 132%

Auction held on Feb 23, 2021. **Contract signed on September 17, 2021.**



## 22 REGIONAL AIRPORTS

**CAPEX: BRL 447 million**

Winner Consortia: The Aeroportos Paulista (Northwest Block). Proposal BRL 7.6 million. Premium of 11.14%.

The VOA-NW e VOA SE (Southeast Block). Proposal of BRL 14.7 million. Premium of 11.5%.

Auction held on July 15, 2021. **Contract signing expected for Jan, 2022.**



## CANTAREIRA and HORTO FLORESTAL PARKS

**CAPEX: BRL 50 million**

Winner Company: Construcap. Proposal of BRL 850 mil. Premium of 3.66%

Auction held on Sep. 14, 2021.





**SÃO PAULO**  
**STATE GOVERNMENT**

**PIPELINE PROJECTS**

# RODOANEL NORTH

- Concession of North Stretch of Rodoanel for completion of works, operation and maintenance.
- North Stretch of Rodoanel with 44.2 km of extension (27.4 miles).
- Connection between Raimundo Pereira de Magalhães Avenue (West Section), Fernão Dias Highway (BR-381); Presidente Dutra Highway (BR-116) and East Rodoanel stretch.



# RODOANEL NORTH



In Dec.2020, CDPED decided to structure a new concession model, contemplating the works necessary to complete the project



Estimated CAPEX **BRL 3 billion**



International Finance Corporation (IFC) advisory

Access the [DataRoom](#). More information on the [Artesp](#) website.

## Schedule



May-Jun, 2021

Public Hearing and  
Consultation

Jan.2022 (\*)

Auction  
Notice

(\*) Estimated

# NORTHWEST PAULISTA LOT

**1.022 km de extensão**  
(SPs e SPAs)

Abrange **49 municípios** das regiões de Araraquara, Barretos, Borborema, Jaboticabal, Matão, Olímpia, Parapuã, Penápolis e São José do Rio Preto.

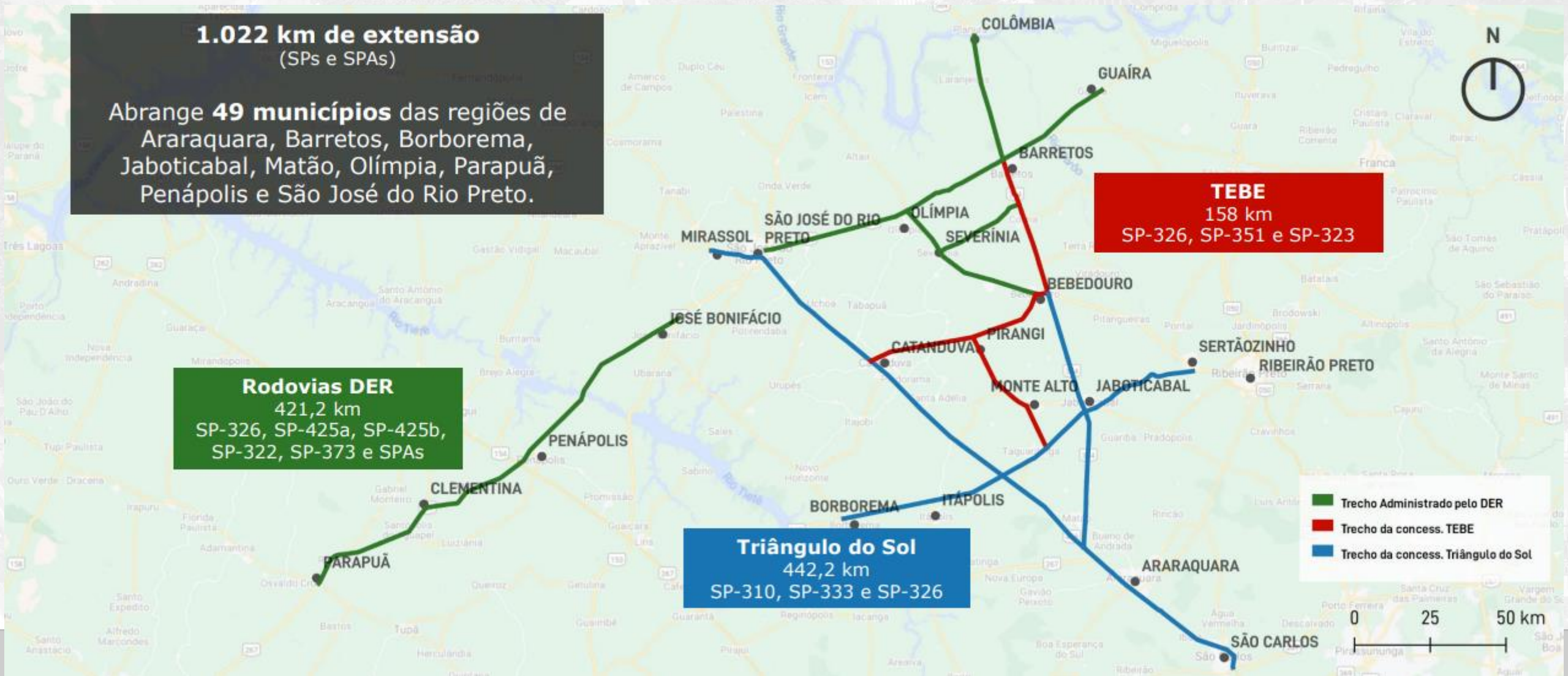
**Rodovias DER**  
421,2 km  
SP-326, SP-425a, SP-425b,  
SP-322, SP-373 e SPAs

**Triângulo do Sol**  
442,2 km  
SP-310, SP-333 e SP-326

**TEBE**  
158 km  
SP-326, SP-351 e SP-323

- Trecho Administrado pelo DER
- Trecho da concess. TEBE
- Trecho da concess. Triângulo do Sol

0 25 50 km



## NORTHWEST PAULISTA LOT



Highways studied as a logistic corridor.  
Lots in study.



Investments, operation, maintenance and modernization of highways



FIPE advisory



Trevo Barretos (Tebe)



Faria Lima (Triângulo do Sol)

Access the [DataRoom](#). More information on the [Artesp](#) website.

### Schedule



(\*) Estimated

## INTERCITY TRAIN

PPP for the passenger transportation services including operation, maintenance and rehabilitation works, and the construction of the INTERCITY TRAIN (greenfield) between Metropolitan Regions of São Paulo and Campinas.

The project has **three different services**:

A **Greenfield** stage is planned, with new tracks between Jundiaí and Campinas, including Express Service and a Metropolitan Train.

A **Brownfield** stage, between São Paulo and Jundiaí, including Line 7 Ruby

### INTERCITY TRAIN – GREENFIELD

#### (3-stop Express Service)

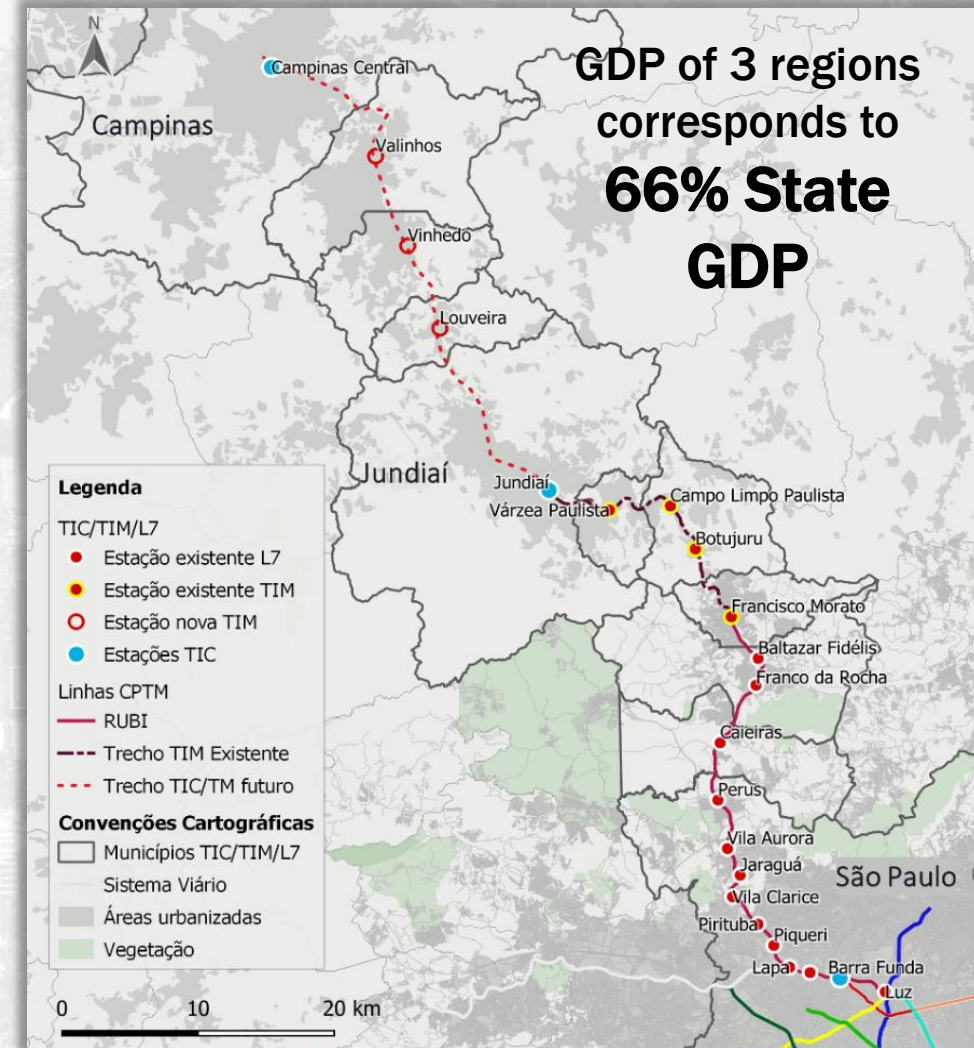
- . Express Service: 66 min travel time, 63 miles
- . **3 Halts:** São Paulo, Jundiaí e Campinas
- . Possible extension to Americana (under study) – phase 2

### METROPOLITAN TRAIN (9-stop Service)

- . Metropolitan Service with 40 miles
- . **9 Halts:** Francisco Morato, Botujuru, Campo Limpo Paulista., Várzea Paulista, Jundiaí, Valinhos, Vinhedo, Louveira e Campinas

### LINE 7 – RUBY BROWNFIELD

- . Existing track will receive:
  - Improvement of permanent track system and station accessibility
  - Modernization of Train Control Systems
  - New equipments, walkways and drainage system.





# INTERCITY TRAIN



Reduction of travel time (maximum train speed above 75 mph)



High level comfort: air-conditioned cars, wi-fi and on-board service



Estimated Capex **BRL 8.5 Billion**

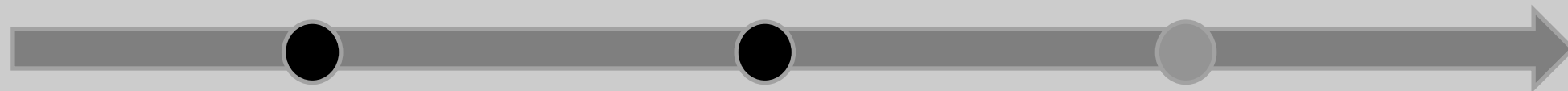


IDB Advisory

Access the [DataRoom](#).

**Sustainability:**  
Less consumption of  
fossil fuels

## Schedule



Jul.2019

Market  
Sounding

Aug-19 to Oct-15, 2021

Public Hearings and  
Consultation

Mar.2022 (\*)

Auction  
Notice

(\*) Estimated

# PAULISTA FERRY BOAT SYSTEM

Concession of the ferry-boat transportation services currently rendered by state-owned companies.



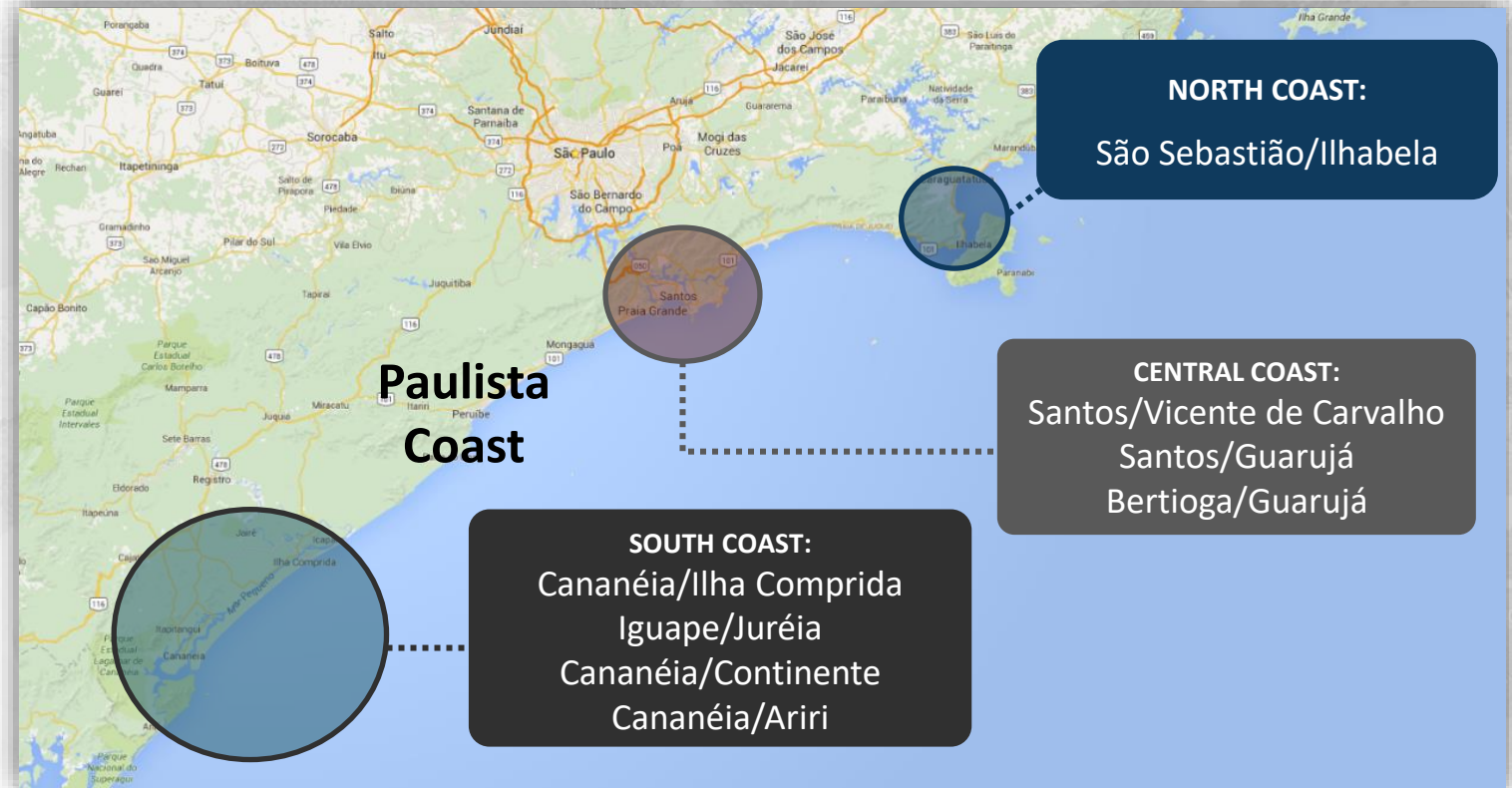
**8** Ferry-boat Lines



**22** Thousand pedestrian and bicycles/day



**28** Thousand vehicles



# PAULISTA FERRY BOAT SYSTEM



Mooring areas improvement, ferry fleet improvement and user-friendlier ticketing systems



Fostering local tourism industry aiming at the generation of ancillary revenues. Greater comfort, safety, accessibility and efficiency.



**BRL 272 million** planned investments



FGV advisory

Access the [DataRoom](#). More information on the [Artesp](#) website.

## Schedule

Apr.2019

Market  
Sounding

Jan.2020

Kickoff  
FGV advisory

May/Jun.2021

Public Hearings and  
Consultation

Nov.30, 2021

Auction  
Notice

Mar.30, 2022 (\*)

Auction

(\*) Estimated

# SÃO SEBASTIÃO PORT

**Asset of Federal Government**, administered by Dock Company of São Sebastião of State Government

Privatization project under studies by Federal Government.

Mai.2020 – BNDES advisory to study privatization project for two ports: Port of Santos and Port of São Sebastião.

**Call for Bidders expected to 1st semester 2022.**



# IBIRAPUERA ARENA



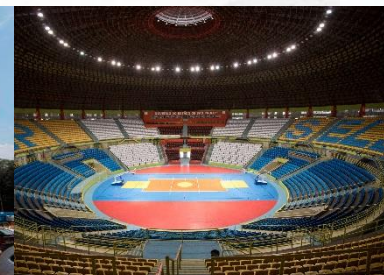
- LEGENDA**
- 01 GINÁSIO GERALDO JOSÉ DE ALMEIDA
  - 02 ESTÁDIO ÍCARO DE CASTRO MELO
  - 03 GINÁSIO MAURO PINHEIRO
  - 04 CONJUNTO AQUÁTICO POMPEU DE TOLEDO

**BEFORE**



**Cenário Referencial | Mix de usos não residenciais**

**AFTER**



# IBIRAPUERA ARENA



Building a new arena with international standards and capacity for 20 thousand people.



Possibility of developing other economic activities such as hotel, mall, etc.



Improvement of sports and leisure facilities.



**BRL 962.7 million** planned investments, in 35 years of concession.

Access the project's [page](#).

## Schedule



## NEW SCHOOLS

**PPP:** Construction and operation of **up to 60 new modern school units** that serve **high school / elementary school II, for non-pedagogical services**. 100 thousand students potentially served.

**Objective of creating new schools with modern equipment suitable to the challenges of new teaching, with greater efficiency in the management of non-pedagogical services.**

**BNDES advisory**

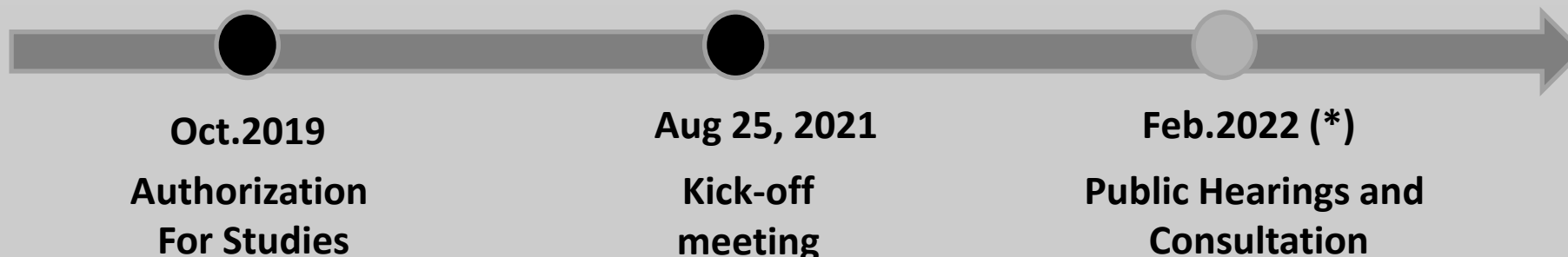


**Concession of non-pedagogical services:** janitorial, reception, cleaning, equipment supply, electronic surveillance, food provision, furniture and *wi-fi*



Pedagogical services continue to be administered by **Public Administration**, in the PPP model and co-management model.

### Schedule



(\* ) Estimated

## URBAN PARKS



Concession of 3 mains parks located in the São Paulo City – Parque Villa Lobos; Cândido Portinari e Água Branca.



Participation of the private partner in the provision of modern and suitable equipment for sport, leisure and public enjoyment.

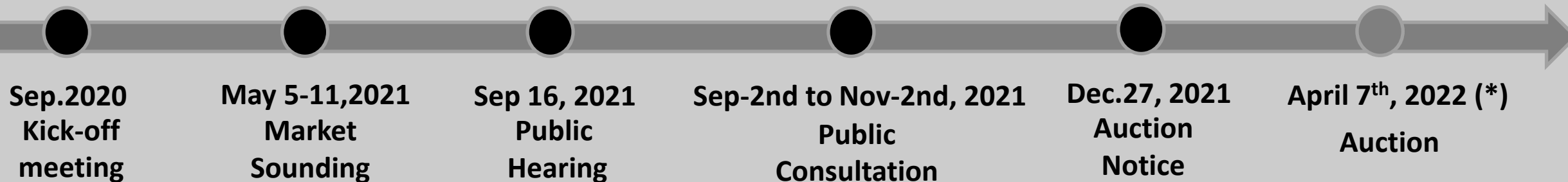


Visitation (2019) – 1 million people per month – total of 3 parks.

Access the [DataRoom](#).



### Schedule



(\*) Estimated



# ONGOING PROJECTS - PARKS

## PETAR



Concession for ecotourism activities and visitation at Alto do Ribeira Tourist State Park (PETAR)  
Total Area: **35,7 thousand hectares**



Improvement of tourist attractiveness with better space layouts

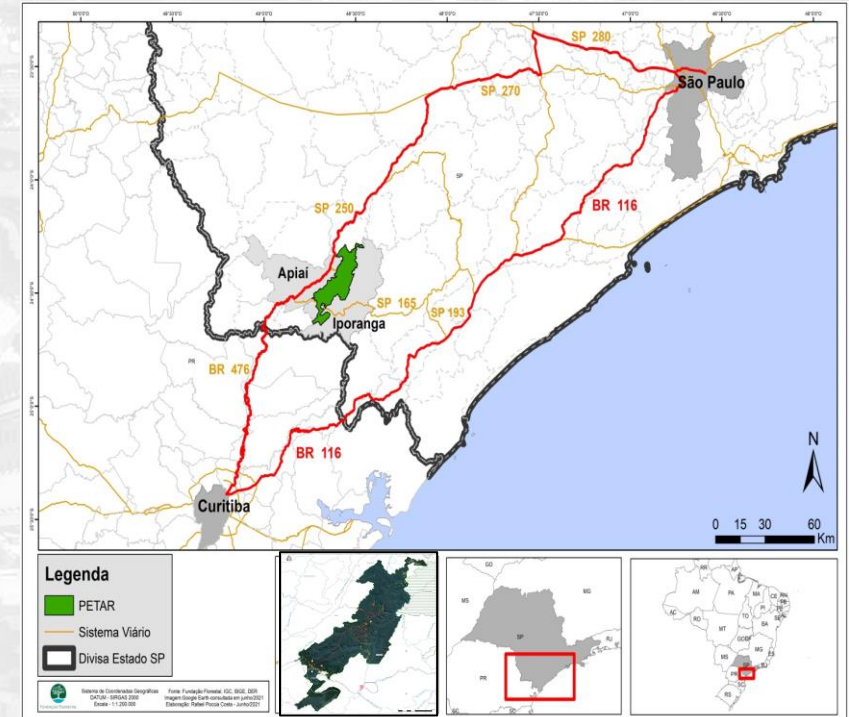


Environmental preservation initiatives fully integrated with regional economic development



Public (2019) – PETAR 41 thousand per year.

Access the [DataRoom](#).



## Schedule



(\*) Estimated

## LOTTERY SERVICES IN SAO PAULO STATE



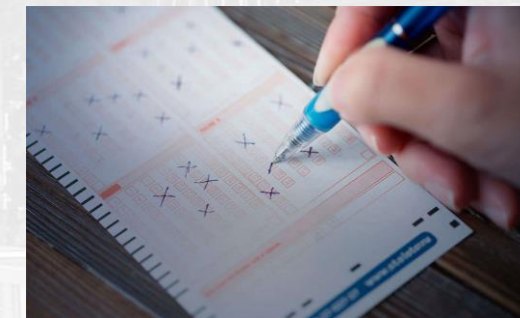
Concession for the provision of lottery services in the São Paulo State, contemplating:

(i) creation of lottery products in the modalities with the greatest potential for exploration, such as “numerical prognosis”; “instant lotteries”; and fixed-quote bets”;

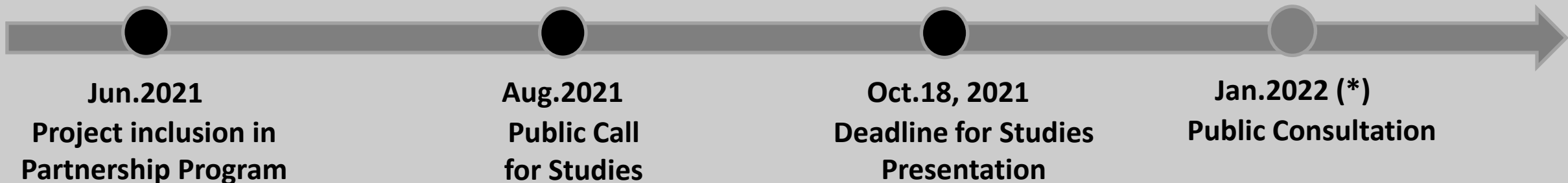


(ii) distribution and sale of products, prioritizing lottery products through a digital system; and

(iii) execution of advertising campaigns.



### Schedule



(\*) Estimated

## CAMPOS DO JORDÃO RAILWAY



Railway Passenger Services with 47 km (75 miles) long in 3 municipalities: Pindamonhangaba, Santo Antônio do Pinhal and Campos do Jordão.



8 rail services / tours offered in the region - Suburban Train; Piracuama Tourist Train; Mirante Train; Tourist Tram; Urban Tourist Tram; Maria Fumaça; Tourist themed trains and Serra Train).



Reino das Águas Claras Park (Pindamonhangaba) - theme park with a green area of over 21 thousand m<sup>2</sup>; 2 Railway Memory centers, in addition to other assets that may be included in the concession.



### Schedule



Oct.2020  
Authorization  
for Studies

Jan.2021  
Authorization  
for Studies

Jun.2021  
Public Call  
for Studies

Dec.29, 2021  
Deadline for Studies  
Presentation

Mar.2022 (\*)  
Public Hearing and  
Consultation

(\*) Estimated

## CITI II – Internacional Center for Technology and Innovation



Concession for the execution of construction, operation, maintenance and commercial exploration services for the São Paulo International Center for Technology and Innovation (CITI) Project – Stage II, to be implemented in the Jaguaré Technological Park.



Stage I : IPT Open Experience – CITI I, in operation and housing 8 companies;  
Stage II: Jaguaré Technological Park, next to São Paulo University - USP on a plot of approx 85,000 m2. It will promote the interaction between government, universities, laboratories, industries, development agencies, startups, incubators, lending companies and others.



### Schedule



Nov.2021  
Autorização  
para Estudos

06 to 23. Dec, 2021  
Market Sounding

Feb.2022 (\*)  
Public Hearing and  
Consultation

(\*) Estimated

## CONNECTION PLATEAU TO PORT OF SANTOS – GREEN LINE



Concession for the implementation, operation, maintenance of a new logistics infrastructure between Plateau and Port of Santos.



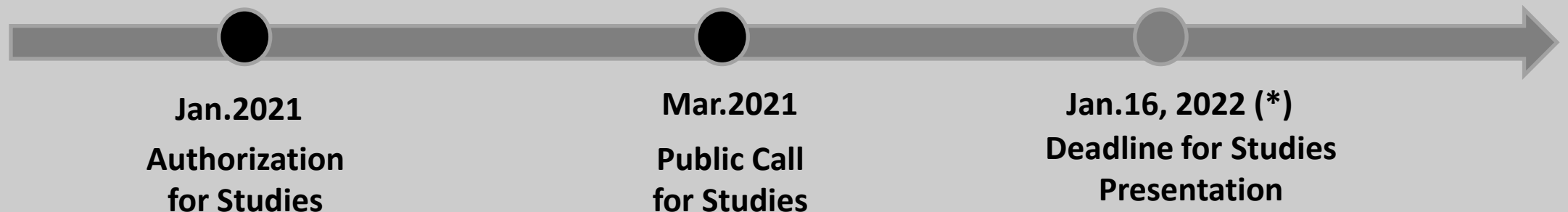
Implementation of a transportation system as an alternative to the Anchieta Highway, with a forecast of capacity saturation by 2035, as well as innovating cargo logistics for access to the Port of Santos.



Studies Presentation expected to Nov.2021



### Schedule



(\*) Estimated

# THE FRANCO MELLO HOUSE



Concession for construction, modernization, restoration, adaptation, and expansion of buildings and other facilities for commercial exploration of the property located at Paulista Avenue, 1919 – called Casa Franco de Mello.



One of the few remaining properties on Paulista Avenue, together with Casa das Rosas, being a cultural asset of high preservation value.



The gastronomy sector has expressive numbers in the city of São Paulo, and moves R\$ 53 billion/year, being a dynamic development pole for the creative economy and tourism.



## Schedule



(\*) Estimated

# CASA DAS RETORTAS



Concession for construction, restoration, adaptation, operation and maintenance of a museum and other activities to be installed in the Casa das Retortas property;



The Complex houses 9 properties on a 20,000 m<sup>2</sup> plot, of which 17,000 m<sup>2</sup> is built area;



Possibility of exploring activities in a multipurpose center for culture, tourism, leisure, gastronomy, entrepreneurship, creative economy, among others.



## Schedule





**SÃO PAULO**  
**STATE GOVERNMENT**

**THANK YOU**