

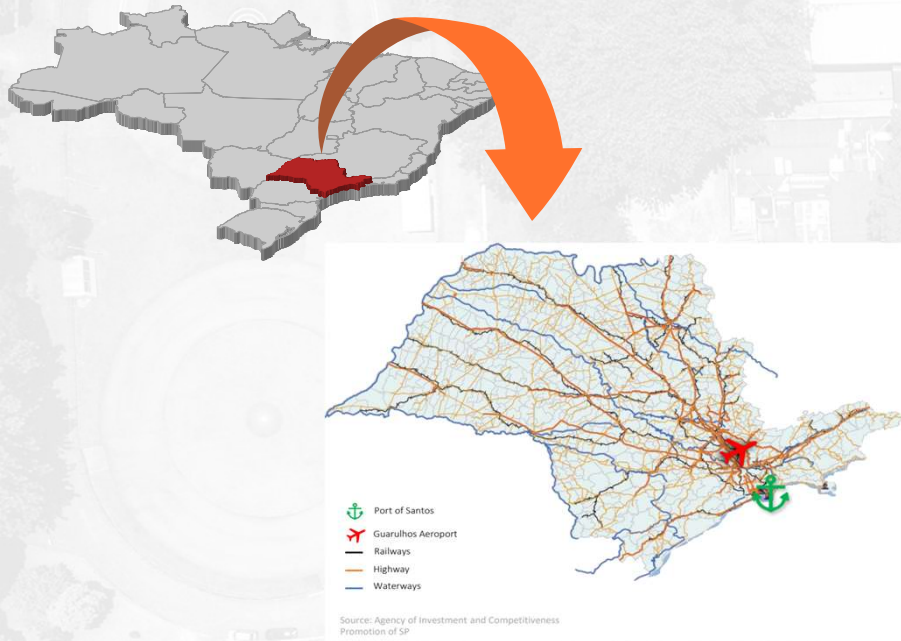


**SÃO PAULO**  
**STATE GOVERNMENT**

**THE PARTNERSHIP PROGRAM**

September, 2021

# 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**

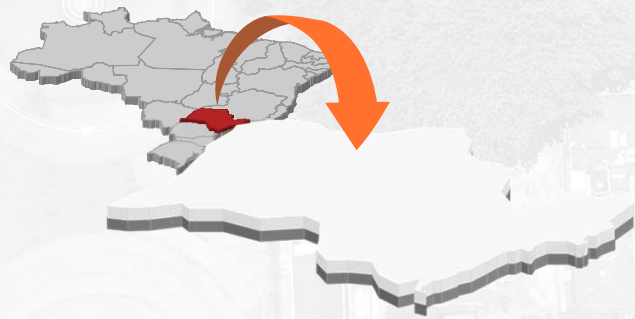
**WORLD'S LARGEST ORANGE AND ETHANOL PRODUCER**

**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

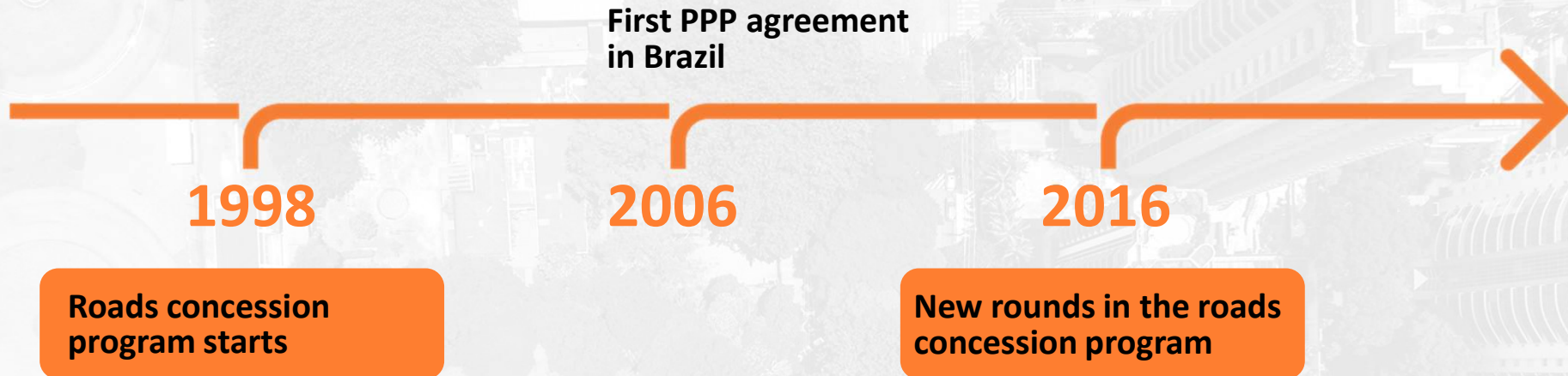


**36%**  
OF MANUFACTURING  
INDUSTRY IN  
BRAZIL

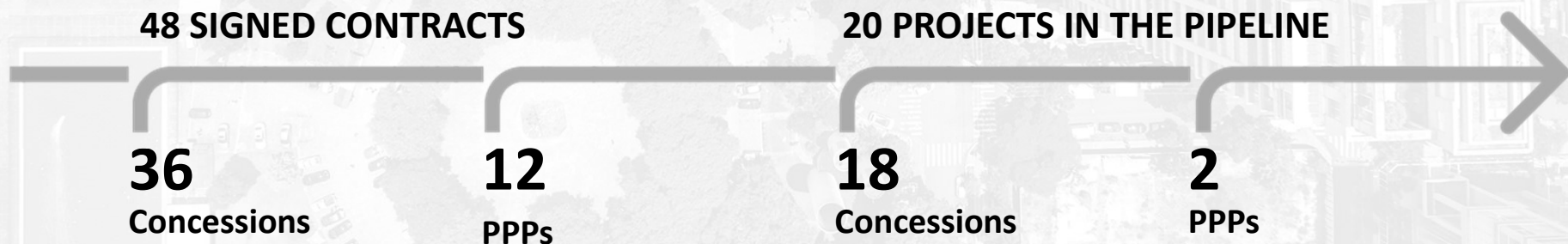


**19%**  
OF BRAZILIAN  
AGRIBUSINESS  
GDP

# EVOLUTION OF PARTNERSHIPS IN SÃO PAULO



## THE 2021 PICTURE



# EVOLUTION OF PARTNERSHIPS IN SÃO PAULO

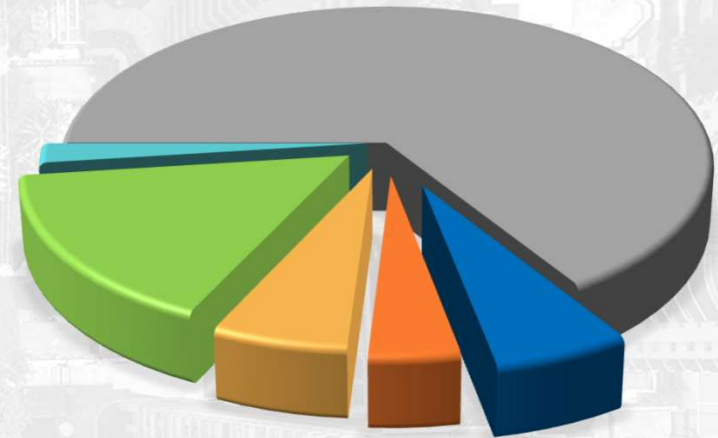
**48** SIGNED  
PROJECTS

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

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

(\*) Does not include Zoo/Botanical Garden (bid in Feb.2021) and Regional Airports (bid in Jul.2021) which will be signed soon.

## Project distribution by sector



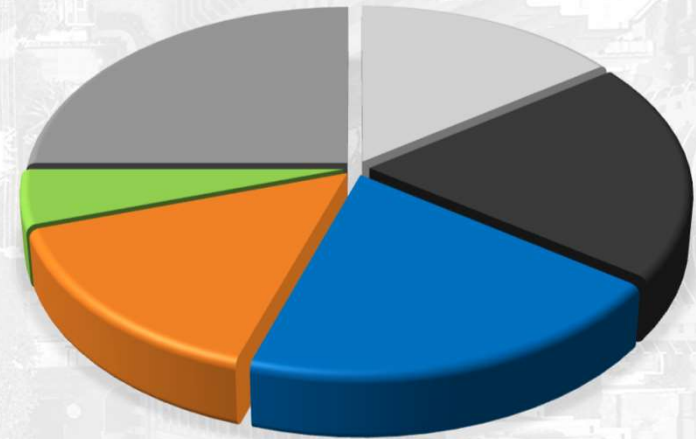
Transportation/Mobility	66%	
Energy	6%	
Sanitation	4%	
Health	6%	
Leisure/Events/Parks	16%	
Housing	2%	

# EVOLUTION OF PARTNERSHIPS IN SÃO PAULO

**20** Projects in the pipeline

**R\$ 26.5** *Planned investments*  
**BRL billion**

Projects distribution by sector



Road	25%
Railway	15%
Others Modes	20%
Parks	20%
Leisure/Events	15%
Education	5%

# 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**



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



**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**



Auction attended by top global players



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



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



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



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

PROJECT GRANTED

Contract signed on May 15, 2020



# PIRACICABA-PANORAMA ROAD

Total Extension

**1,273 km** **62 cities**  
involved

Around

**BRL 14 billion** **2,8 million**  
In investments 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





# CAMINHOS DO MAR PARK



Area of 315 hectares that houses exuberant natural beauty of Mata Atlântica. Invest and expand recreation, environmental education and ecotourism activities in the Serra stretch (Estrada Velha de Santos)



Exploration potential: current demand in 17 thousand people/year (2019)  
Several historical monuments, were built in 1922.



**BRL 18.5 million** of investments, including BRL 4.2 million resources for restoration, approved from Environmental Compensation Chamber

Bidding  
Winning Consortium  
Parques Fundos de Investimentos, with a grant of BRL 4 million, with premium of 216%.



## PROJECT GRANTED

Contract signed on July 1st, 2021



# LINES 8 AND 9

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/day

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



**AUCTION HELD ON FEBRUARY 23, 2021**

# ZOO and BOTANICAL GARDEN

Concession of the public visitation area of the Zoo , Safari Zoo and Botanical Garden of the State of São Paulo including operation, maintenance and investments in enhancing equipments, aimed at the conservation of environment and biodiversity.

Bidding with 132% premium and BRL 111 million grant from the Reserva Paulista Consortium.



Revitalization of an environmental area of national relevance, as well as the surrounding areas



The farm located at Araçoiaba da Serra also is included in the concession to be explored by the private partner



**BRL 370 million** investments



**AUCTION HELD ON JULY 15, 2021**



# AIRPORTS

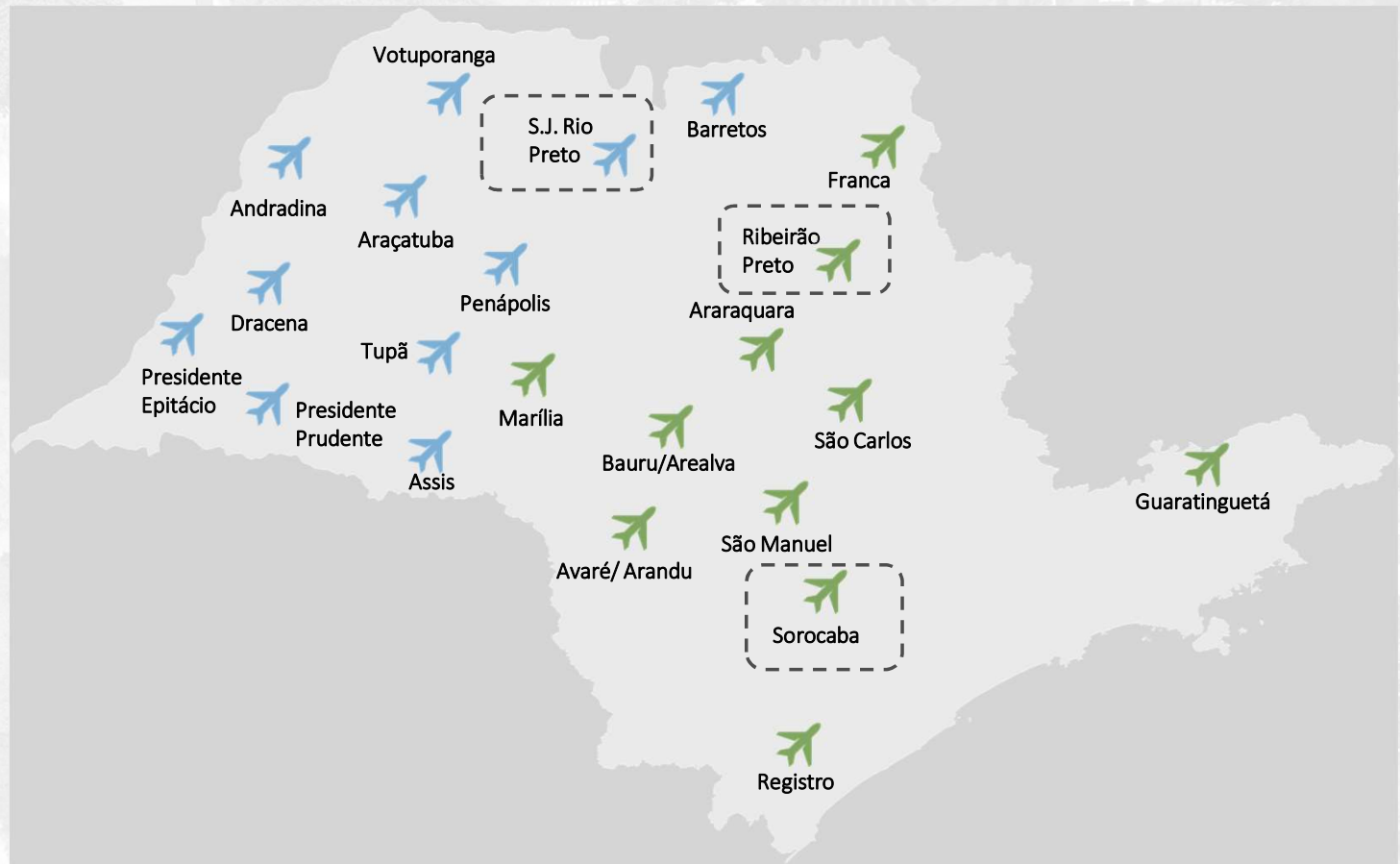
The Aeroportos Paulista Consortium (Northwest Block), proposal BRL 7.6 million (premium of 11.14%)  
The VOA NW-VOA SE Consortium (Southeast Block), proposal of BRL 14.7 million (premium of 11.5%)

Concession of up to 22 airports under state (DAESP) administration

Stronger regional aviation will promote regional development

**CAPEX: BRL 447 million**

-  Northeast Lot (11 airports)
-  Southeast Lot (11 airports)





**SÃO PAULO**  
**STATE GOVERNMENT**

**PIPELINE PROJECTS**

# STATE COASTLINE LOT

- Improve road safety and comfort for users and the surrounding population, with a reduction in accidents.
- Segregation of local and road traffic, dedicating the SP-055 for long distance travel.
- SP-055 will be dualized in the stretch between Santos and Bertioga, and between Peruíbe and Miracatu.
- 140km (87 miles) of marginal lanes and additional lanes; 89 km (55 miles) in duplications, in addition to other investments such as devices, bike lanes, shoulders, among others.
- Elimination of bottlenecks in access to the coast of São Paulo and the Port of Santos, either from the south or from the north.



## ONGOING PROJECTS – ROADS

# STATE COASTLINE LOT



Focus on reducing accidents on the road stretch, increasing road safety



Project will include investments, operation and maintenance of roads



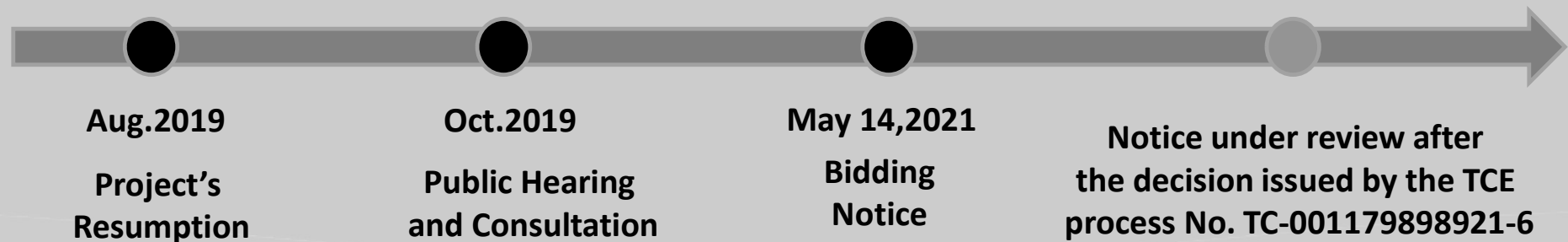
**BRL 3 billion** planned investments



International Finance Corporation (IFC) advisory



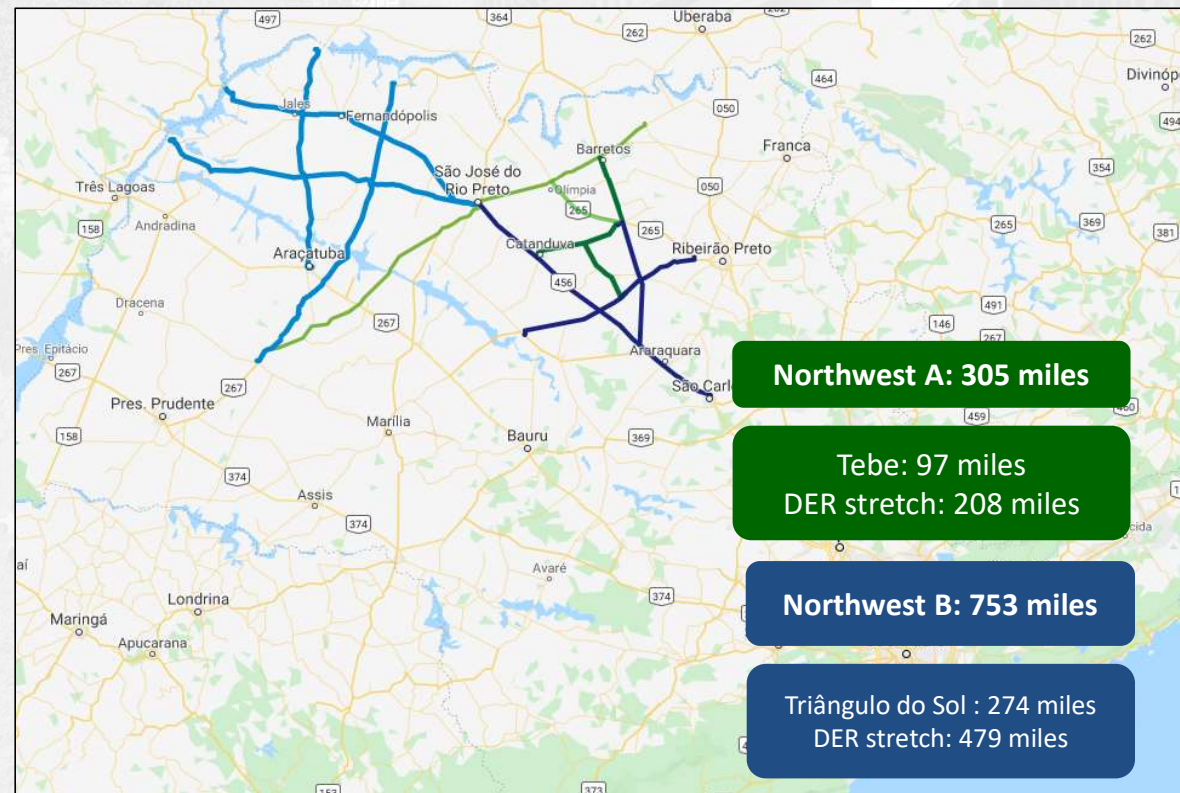
## Schedule



# 5<sup>th</sup> ROUND OF THE ROAD CONCESSION PROGRAM

### São Paulo Northwest Block Total: 1.059 miles

- Region presents high levels of agroindustrial production, mainly sugar and ethanol;
- Meets the mobility of about 5 million inhabitants;
- Interconnects important cities in the State such as Ribeirão Preto; São José do Rio Preto and Araraquara;
- Enables new logistics channel for MS and Brazilian Midwest





# 5<sup>th</sup> ROUND OF THE ROAD CONCESSION PROGRAM

## Northwest Lot A

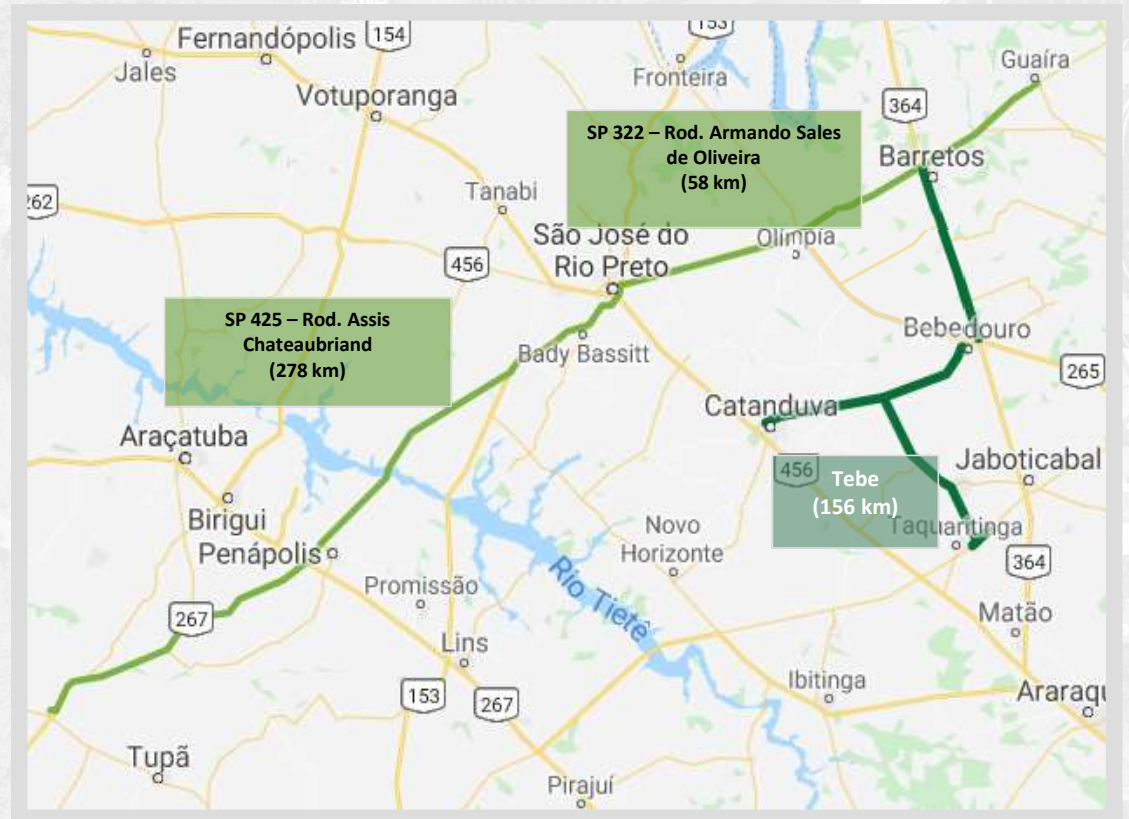
- **Approx length:** 305 miles
- **Estimated Capex:** BRL 2 Billion

### TEBE Concession

- **Approx length:** 97 miles
- **2019 Revenue:** BRL 82 million
- **2019 Traffic:** 10.3 million axles equivalent

### DER stretch (SP 425 + 322)

- **Approx length:** 208 miles



# 5<sup>th</sup> ROUND OF THE ROAD CONCESSION PROGRAM

## Northwest Lot B

- **Approx length:** 753 miles
- **Estimated Capex:** BRL 5 Billion

### Triângulo do Sol Concession

- **Approx length:** 274 miles
- **2019 Revenue:** BRL 508 million
- **2019 Traffic:** 42.4 million axles equivalent

### DER stretch (SP 310 + 320 + 461 + 463)

- **Approx length:** 479 miles



# 5<sup>th</sup> ROUND OF THE ROAD CONCESSION PROGRAM

## Northwest Blocks – Lot A and B



Highways studied as a logistic corridor



Investments, operation, maintenance and modernization of highways



FIPE advisory

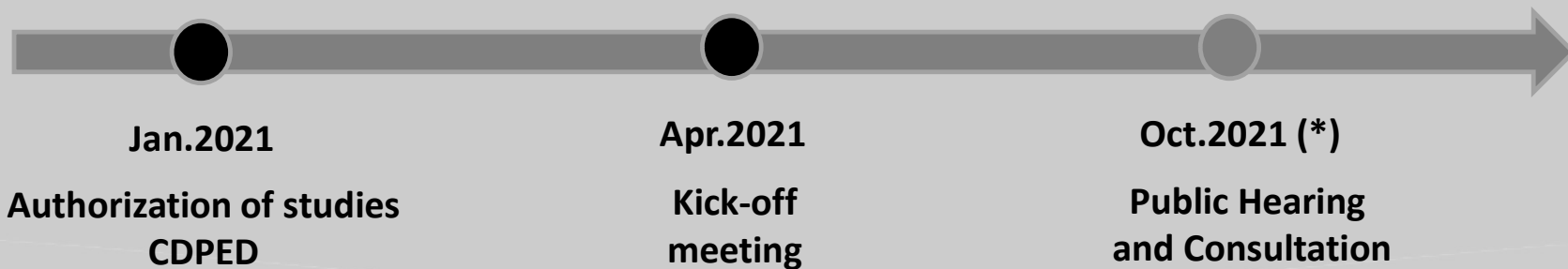


Trevo Barretos (Tebe)



Faria Lima (Triângulo do Sol)

### Schedule



(\* ) Estimated

# 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 2.4 billion**



International Finance Corporation (IFC) advisory

## Schedule



May-Jun, 2021

Public Hearing and  
Consultation

Nov.2021 (\*)

Auction  
Notice

(\*) Estimated

## ONGOING PROJECTS - RAILWAYS

# 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)

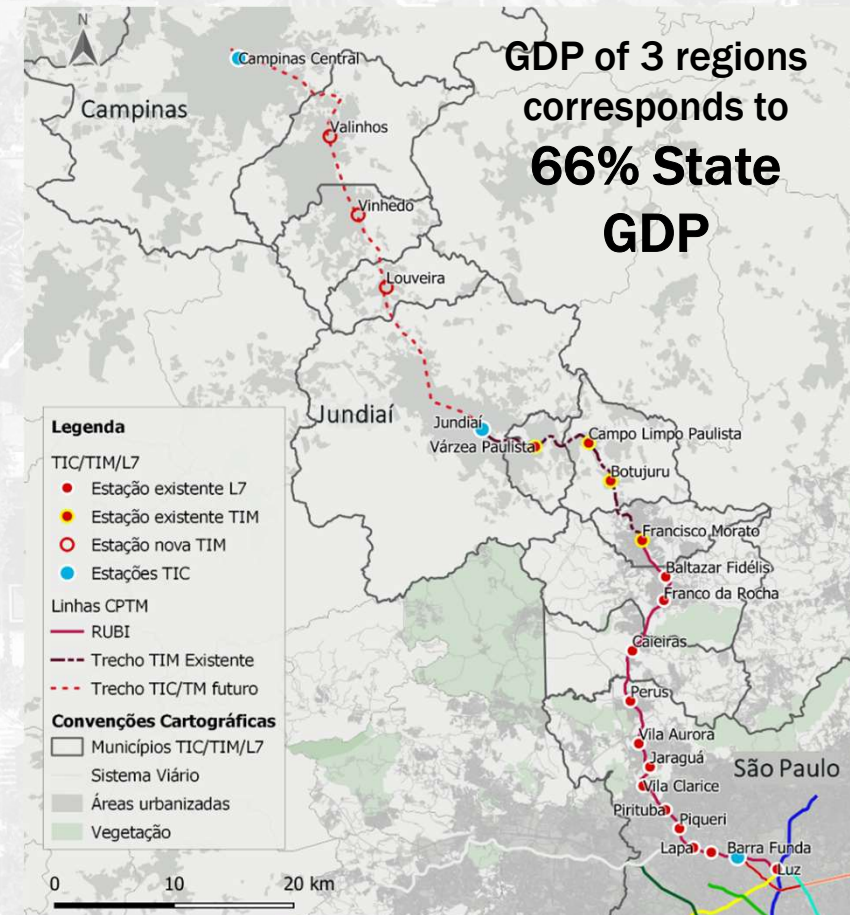
- . Express Service: **66 min** travel time, **63 miles**
- . **3 Halts**: São Paulo, Jundiaí e Campinas
- . Possible extension to **Americana** (under study) – phase 2

### METROPOLITAN TRAIN (9-stop Service)

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

**Sustainability:**  
Less consumption of fossil fuels

## Schedule



Jul.2019

Market Sounding

Aug-19 to Sep-20.2021

Public Hearings and Consultation

Dec.2021 (\*)

Auction Notice

(\*) Estimated

## ONGOING PROJECTS

# PAULISTA FERRY BOAT SYSTEM

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



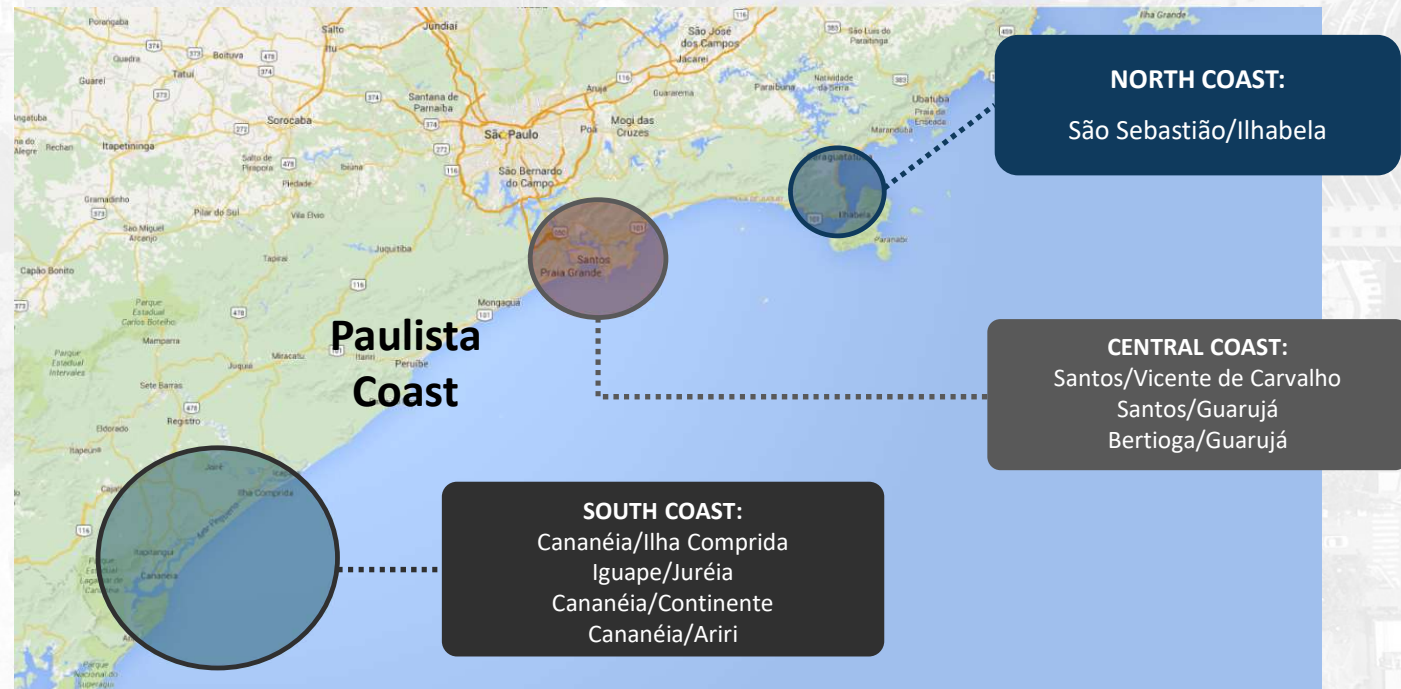
**8** Ferry-boat Lines



**22** Thousand pedestrian and bicycles/day



**28** Thousand vehicles





## ONGOING PROJECTS

# 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 240 million** planned investments



FGV advisory







## Schedule



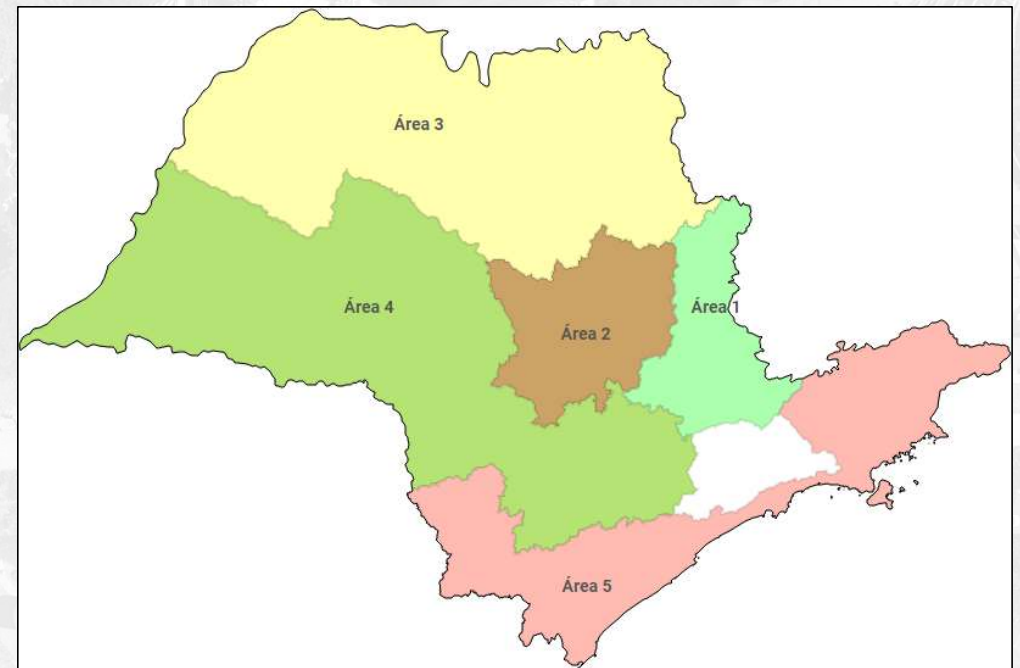
(\*) Estimated

# INTERCITY PASSENGER BUS TRANSPORTATION

Concession of intercity passenger bus transportation services within the State of São Paulo, to increase the coverage and supply of the current transportation network, improving the access to the main cities of the State.

-  *Area 1 – Jundiaí e Campinas*
-  *Area 2 - Piracicaba*
-  *Area 3 - São José do Rio Preto e Ribeirão Preto*
-  *Area 4 - Bauru e Sorocaba*
-  *Area 5 – Santos e Vale do Paraíba*
-  *Metropolitan Regions – NOT INCLUDED*

### 5 OPERATION AREAS



## ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

### INTERCITY PASSENGER BUS TRANSPORTATION

#### EXPECTED BENEFITS

- Improvement in transportation within all the state's municipalities;
- Quick response to new demands from users, with creation of new services ;
- Wider schedule options, especially in smaller cities;
- Digitalization, modernization and improvement of management and supervision structures ;
- Improvements in the system efficiency ;
- Transparency on fare adjustments and revisions.

#### Schedule



## ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

# 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 Apr, 2022.**



# ONGOING PROJECTS – LEISURE AND EVENTS

# 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**



**AFTER**



## ONGOING PROJECTS – LEISURE AND EVENTS

# 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.

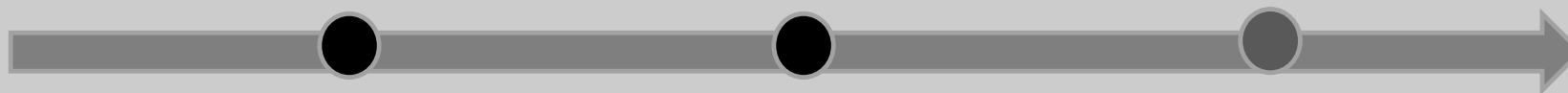


Improvement of sports and leisure facilities.



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

## Schedule



Apr.2019

Market  
Sounding

Sep.2020

Public Hearing and  
Consultation

Feb.2022 (\*)

Auction  
Notice

(\*) Estimated

# 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.

**Co-management model:** Complementary scope, specific product within the scope of studies for structuring the PPP. This is a pilot project to study the co-management model in **up to 35 existing educational units**. Management, operation and maintenance of non-pedagogical services



**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.

## ONGOING PROJECTS

# NEW SCHOOLS



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.



Investments under studies



BNDES advisory

## Schedule



(\*) Estimated



# CANTAREIRA STATE PARK AND HORTO

Concession for the improvement of the infrastructure and exploration of activities inherent to ecotourism

Area 8,100 hectares  
Area for the concession: 157,57 hectares.

One of the largest areas of native tropical forest located in a metropolitan region in the world

One of the first public supply dams - SABESP

**Cantareira Park**

**Alberto Loeffgren Park**

**Localização**

Glebas PE Alberto Löfgren  
 Glebas PE Cantareira

Parques Estaduais Alberto Löfgren e Cantareira			
Coordenadoria de Parques e Parcerias			
Mapa	Única	Data	2019
		Escala	1:60.000

**SÃO PAULO GOVERNO DO ESTADO**

# CANTAREIRA STATE PARK AND HORTO



Increased quality of services, optimization of operating costs, investment in structures and buildings



Exploration of social activities, food and parking services



Investments **BRL 52.5 million** (under studies)



Public – Cantareira Park 100 thousand per year; Horto 1.3 million per year.

## Schedule



(\*) Estimated

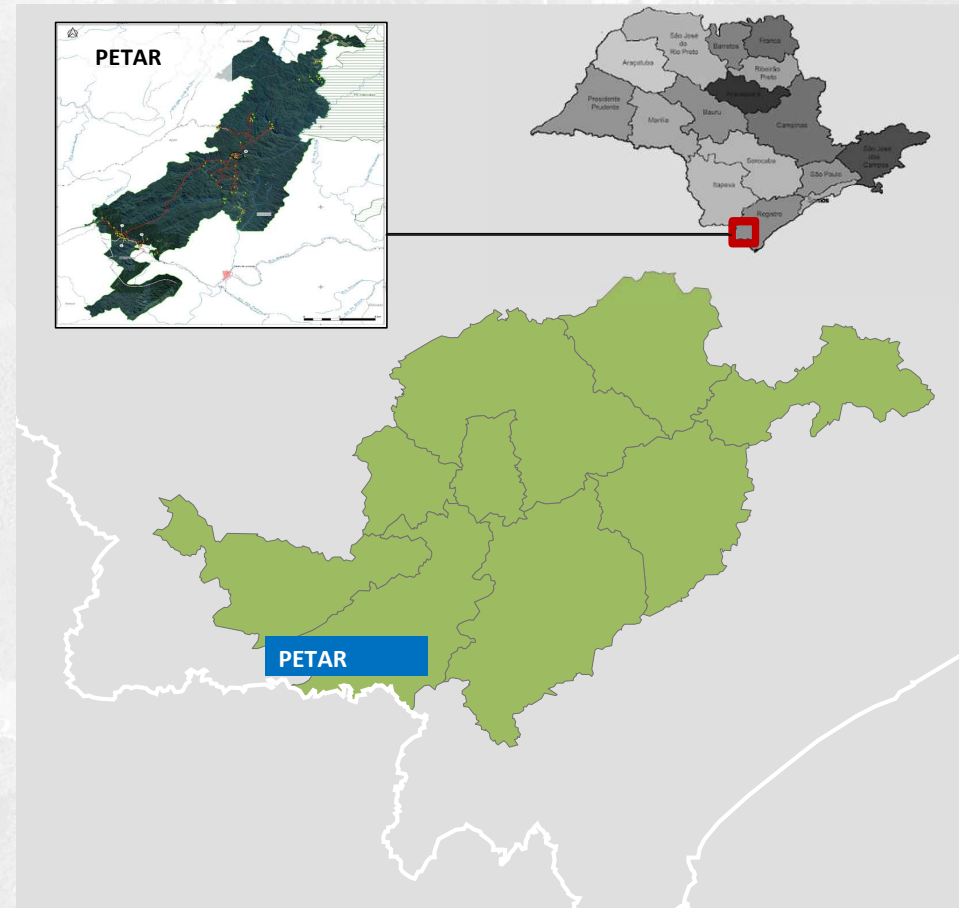
## ONGOING PROJECTS - PARKS

# PETAR - PARANAPIACABA MOSAIC

Concession for ecotourism activities and visitation at Alto do Ribeira Tourist State Park (PETAR)

Total Area  
**35,7 thousand hectares**

World Heritage Site by  
UNESCO  
(300 caves registered)



# PETAR - PARANAPIACABA MOSAIC



Improvement of tourist attractiveness with better space layouts



Environmental preservation initiatives fully integrated with regional economic development

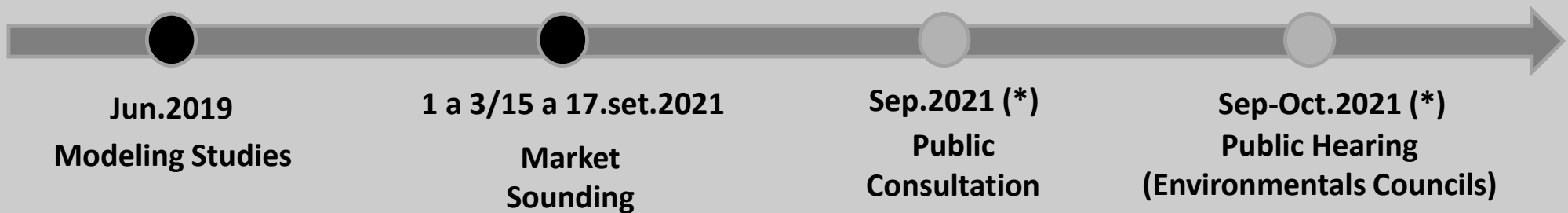


Investments under studies



Public (2019) – PETAR 41 Thousand per year.

## Schedule



(\*) Estimated

## ONGOING PROJECTS - PARKS

# URBAN PARKS



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



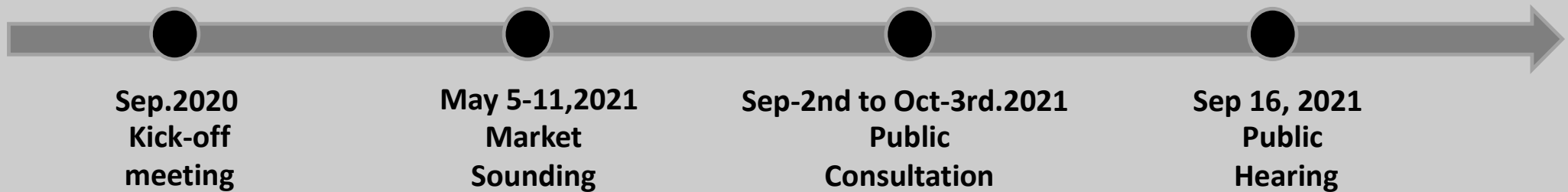
Participation of the private partner in the provision of modern and suitable equipment for sport, leisure and public enjoyment.



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



## 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.



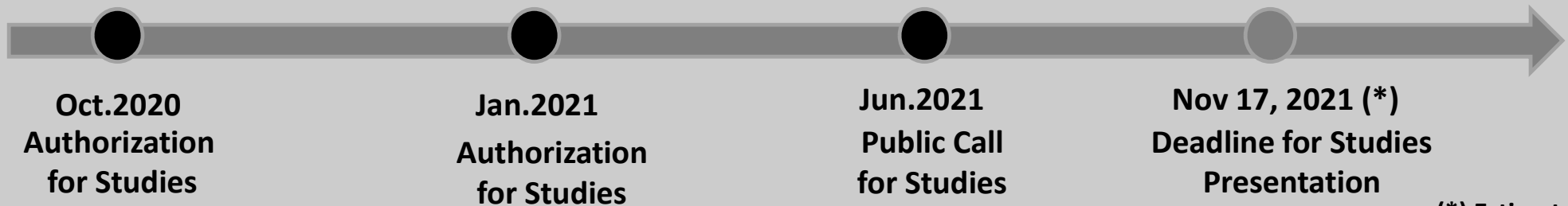
8 rail services / tours offered in the region - Suburban Train; Piracuama Tourist Train; Mirante Train; Tourist Tram; Urban Tourist Tram; Maria Fumaça; Tourist themed trains and Serra Train).



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



(\*) Estimated

# CONNECTION PLATEAU TO PORT OF SANTOS – GREEN LINE



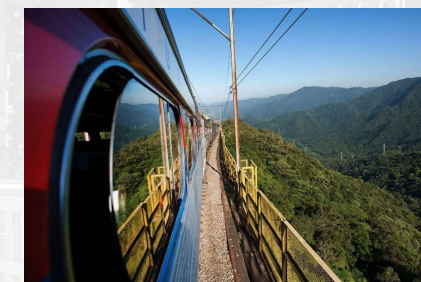
Concession for the implementation, operation, maintenance of a new logistics infrastructure between Plateau and Port of Santos.



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.



Public Call for Studies scheduled for Mar.2021



## Schedule



(\*) Estimated

## ONGOING PROJECTS – LEISURE AND EVENTS

# 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



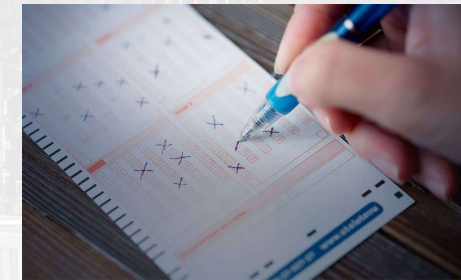
(\*) Estimated



# 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.



## Cronograma



(\*) Estimado



**SÃO PAULO**  
**STATE GOVERNMENT**

**THANK YOU**