

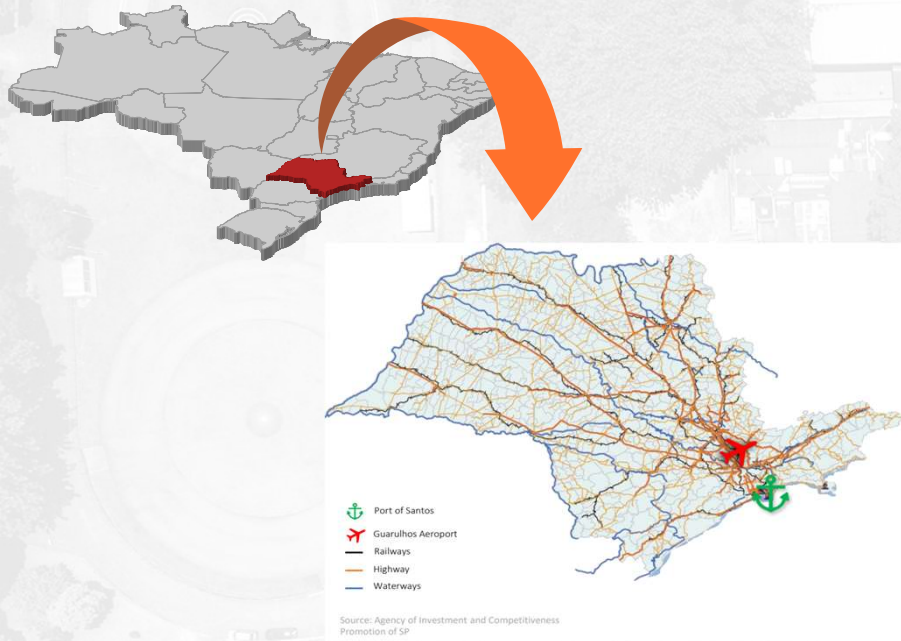


SÃO PAULO
STATE GOVERNMENT

THE PARTNERSHIP PROGRAM

(May, 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

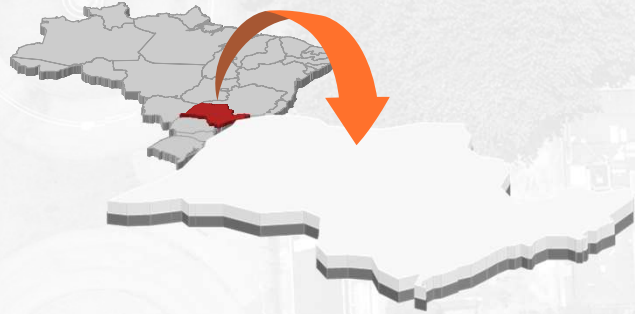
WORLD'S LARGEST ORANGE AND ETHANOL PRODUCER

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

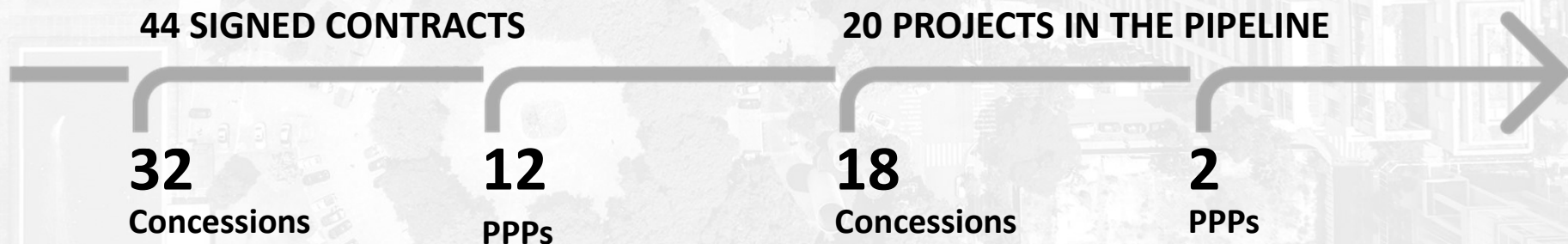


19%
OF BRAZILIAN
AGRIBUSINESS
GDP

EVOLUTION OF PARTNERSHIPS IN SÃO PAULO



THE 2021 PICTURE



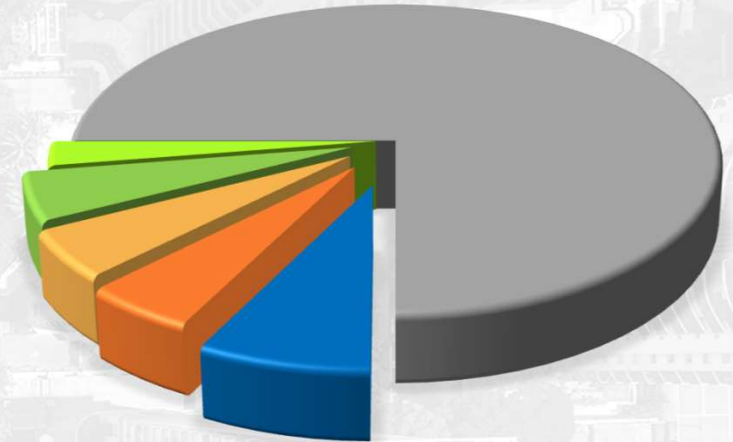
EVOLUTION OF PARTNERSHIPS IN SÃO PAULO

44 SIGNED
PROJECTS

R\$ 98.2
BRL billion

*in private investments
(minimum private capex on the signing
contract)
update values - 2019*

Project distribution by sector



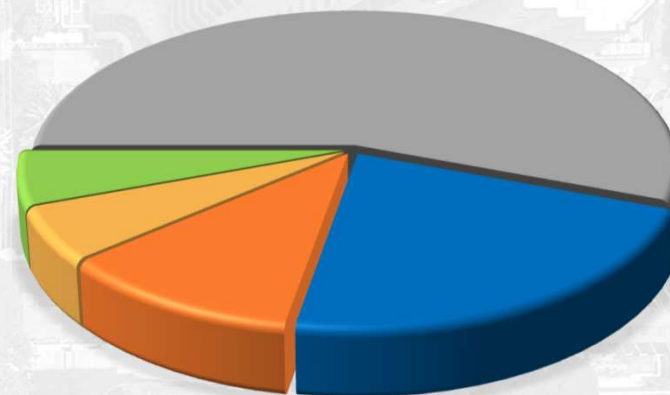
| | | |
|-------------------------|------|--|
| Transportation/Mobility | 75% | |
| Energy | 7,5% | |
| Sanitation | 5% | |
| Health | 5% | |
| Leisure/Events | 5% | |
| Housing | 2,5% | |

EVOLUTION OF PARTNERSHIPS IN SÃO PAULO

20 Projects in the pipeline

R\$ 25 *Planned investments*
BRL billion

Projects distribution by sector



| | | |
|-------------------------|-----|--|
| Transportation/Mobility | 55% | |
| Environment (Parks) | 22% | |
| Prisons | 11% | |
| Leisure/Events | 5% | |
| Education | 5% | |

4^a ROUND ON THE ROAD CONCESSIONS PROGRAM



BRL 24 bi in investments



Direct Agreement based on the best international practices regulates lander'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 AWARDED

PIRACICABA-PANORAMA ROAD

Total Extension

1,273 km

62 cities

involved

Around

BRL 14 billion

In investments

2,8 million

People benefited

Contract Signed in May 15th, 2020
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



PROJECT AWARDED

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

Contract signed on
March 17, 2021

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



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.



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

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



AUCTION HELD ON APRIL 20, 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



Total existing extension of 44.3 miles
Construction of **+ 2.7 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 |
|--|---|

AUCTION HELD ON APRIL 20, 2021

LINES 8 and 9



Modernization of signaling system, electrical system and paths with elimination of crossing upon the construction of viaducts and trenches



Supply of Rolling Stock



BRL 3.2 billion investments



International Finance Corporation (IFC) advisory

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.



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

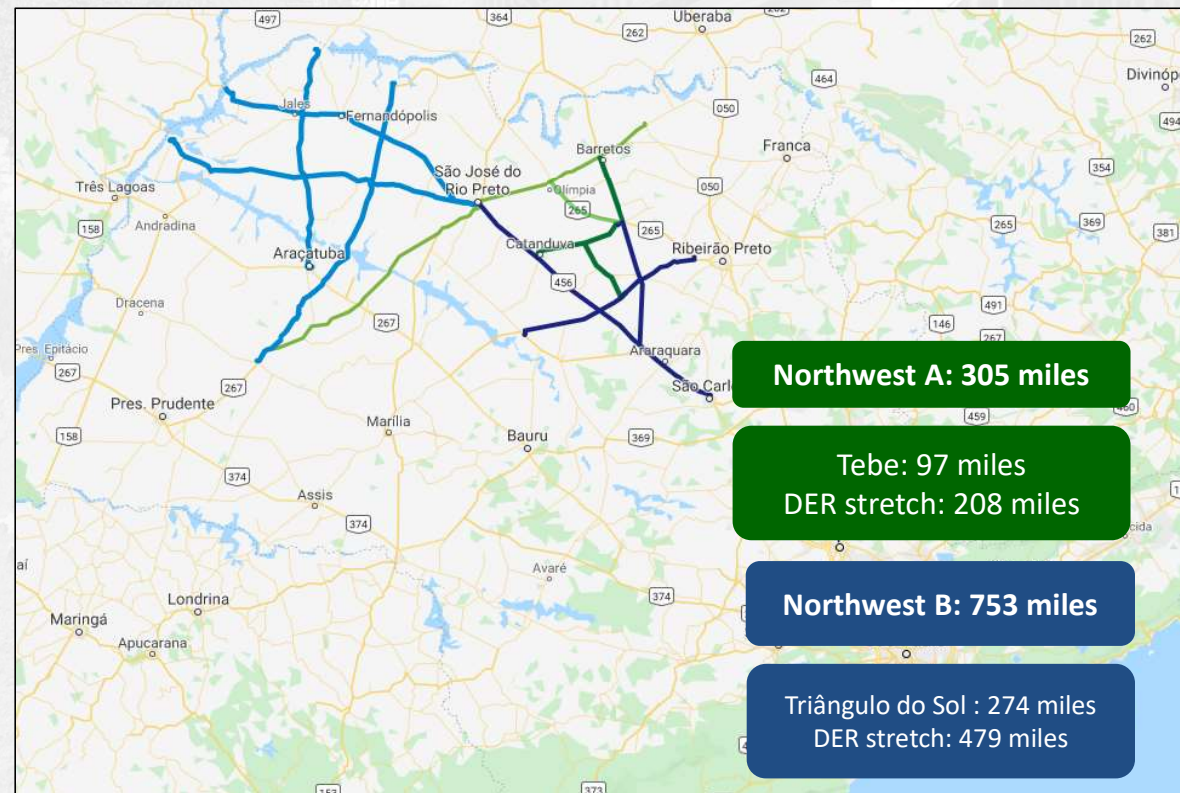
Schedule



5th 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



5th ROUND OF THE ROAD CONCESSION PROGRAM

Northwest Lot A

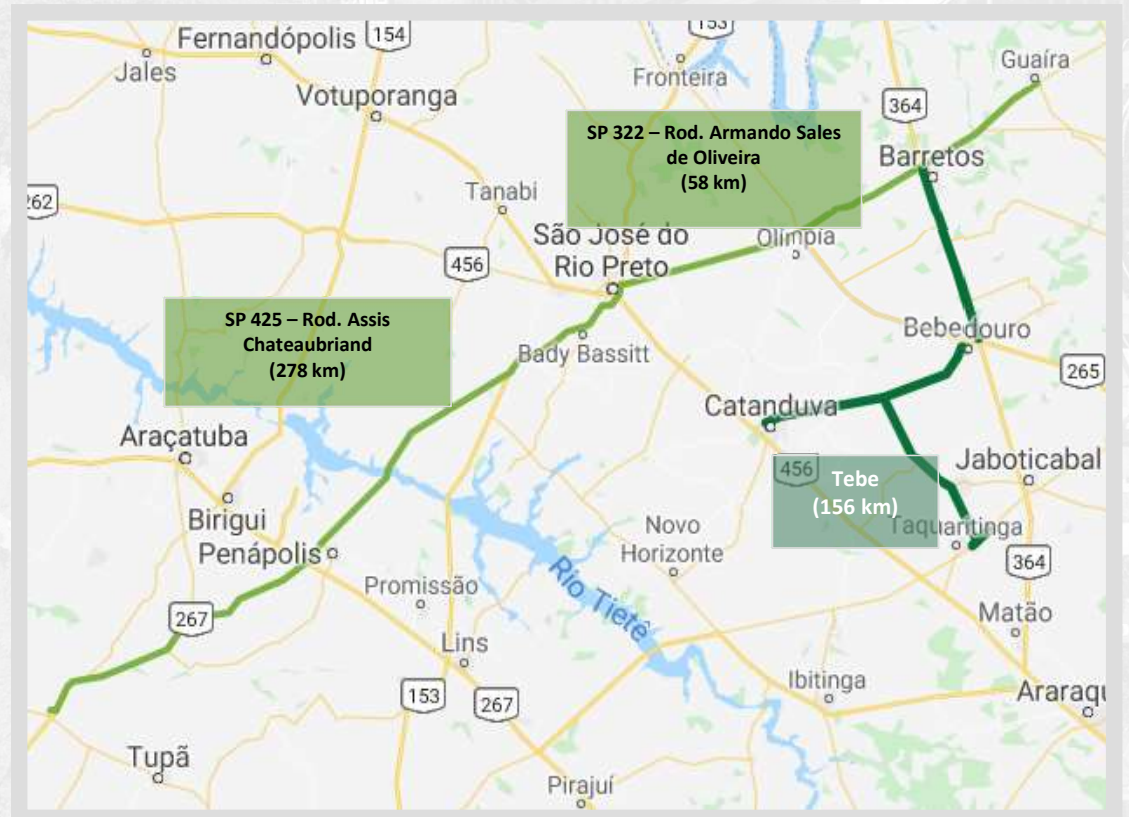
- **Approx length:** 305 miles
- **Estimated Capex:** BRL 2 Billion

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



5th ROUND OF THE ROAD CONCESSION PROGRAM

Northwest Lot B

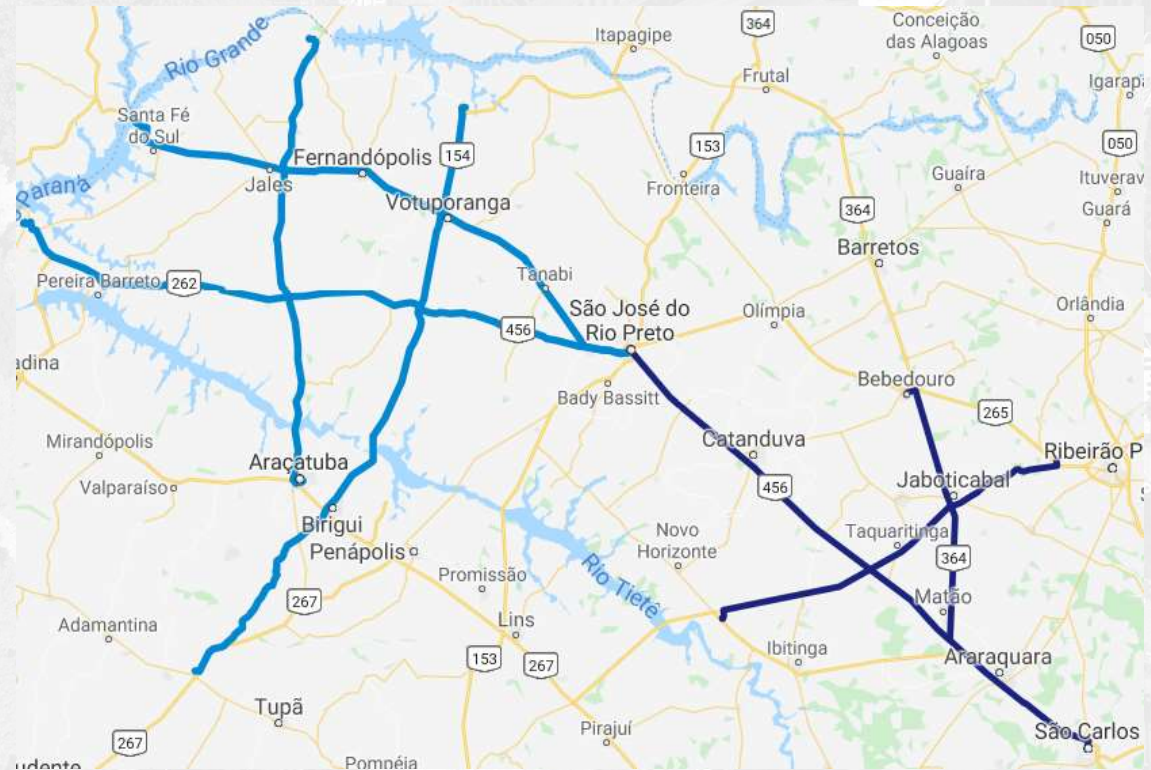
- **Approx length:** 753 miles
- **Estimated Capex:** BRL 5 Billion

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



5th 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



Ongoing negotiations 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



CAPEX under study



International Finance Corporation (IFC) advisory

Cronograma



May 28, 2021

Public Hearing and
Consultation

Jul/Aug.2021 (*)

Publication of Bidding
Documents

(*) 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, and a **Brownfield** stage, between São Paulo and Jundiaí

INTERCITY TRAIN - GREENFIELD

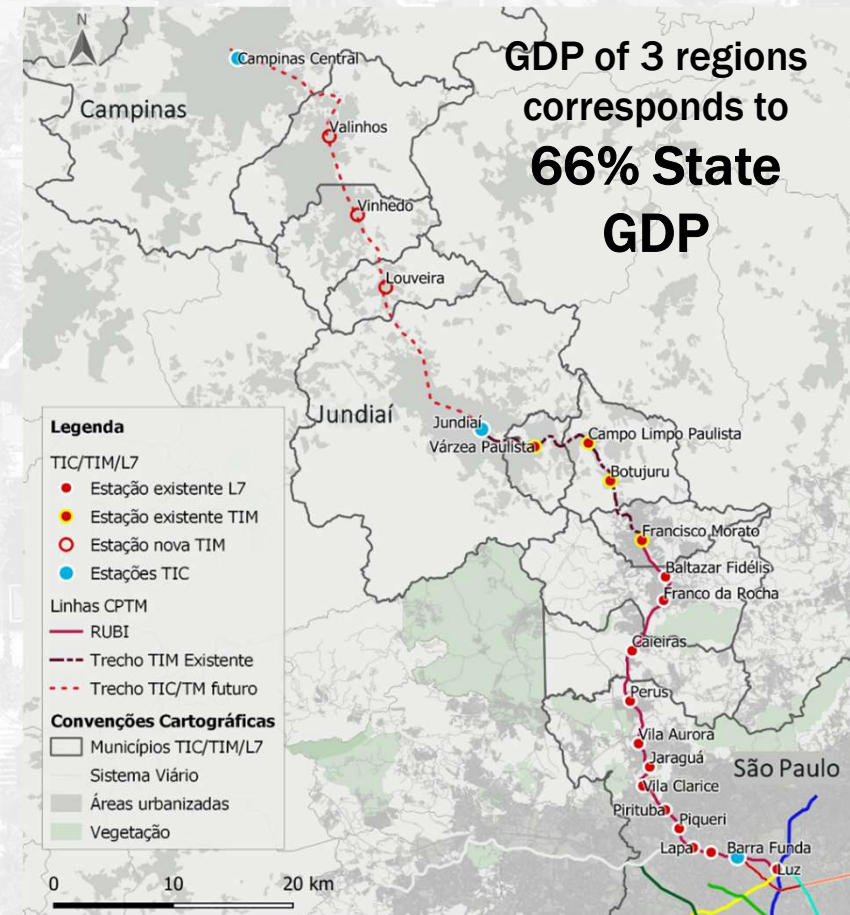
- . Express Service: **66 min** travel time, **63 miles**
- . **3 Halts**: São Paulo, Jundiaí e Campinas
- . Possible extension to **Americana** (under study) – phase 2

METROPOLITAN TRAIN

- . 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



Capex under study



IDB Advisory

Sustainability:
Less consumption of fossil fuels

Schedule



Jul.2019

Market Sounding

Jul.2021 (*)

Public Hearings and Consultation

(*) Estimated


ONGOING PROJECTS - AIRPORTS


AIRPORTS CONCESIONS

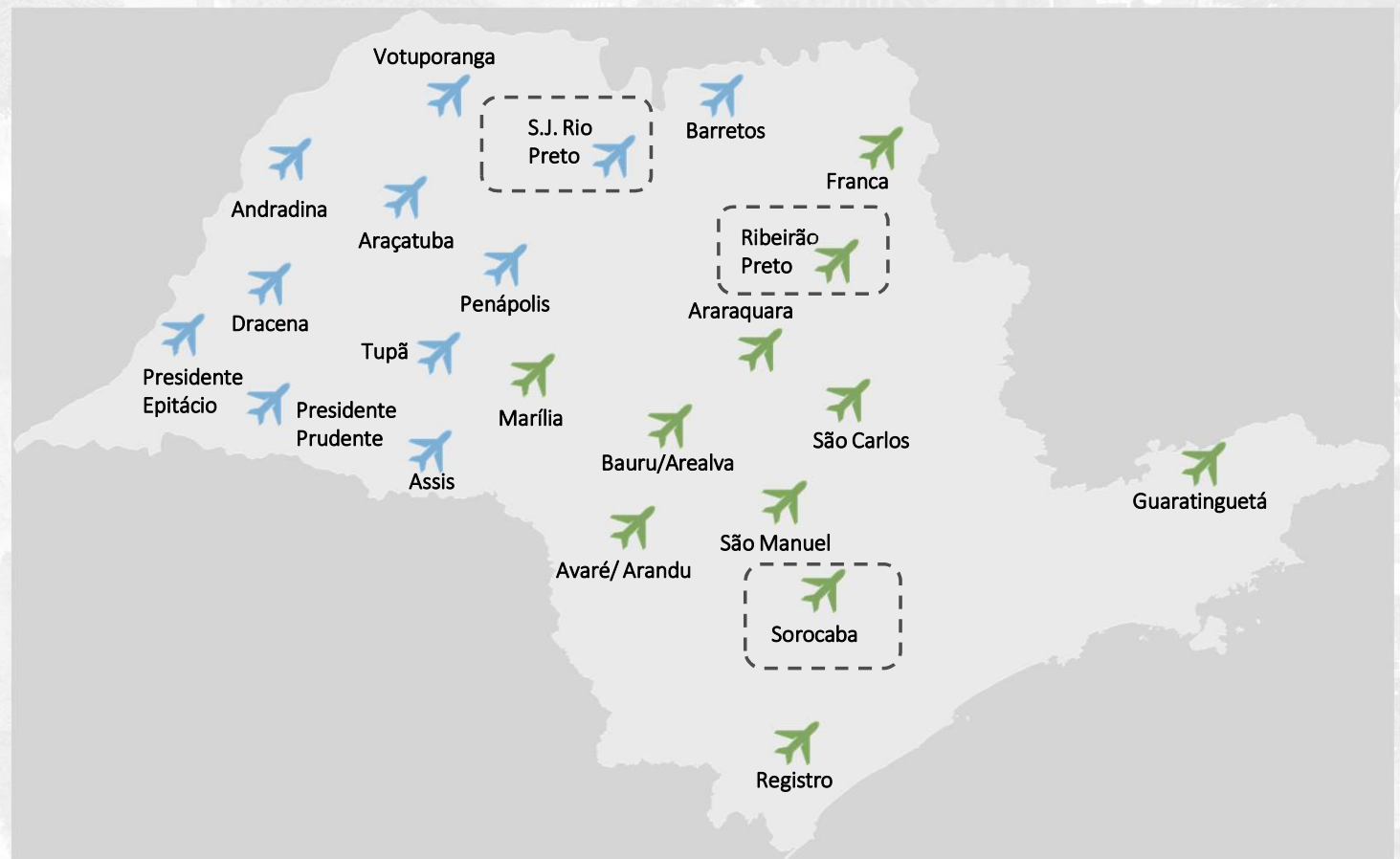
Concession of up to 22 airports under state (DAESP) administration

Bidding lots under study, 2 lots with 11 airports each

Stronger regional aviation will promote regional development

 Northeast Lot (11 airports)

 Southeast Lot (11 airports)



AIRPORTS CONCESIONS



Building work to expansion, operation, maintenance and exploitation of ancillary revenues.



Increase in the number of commercial flights and air routes



BRL 447 million planned investments



IOS Partners advisory

Schedule



(*) Estimated

ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

PAULISTA FERRY BOAT SYSTEM

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



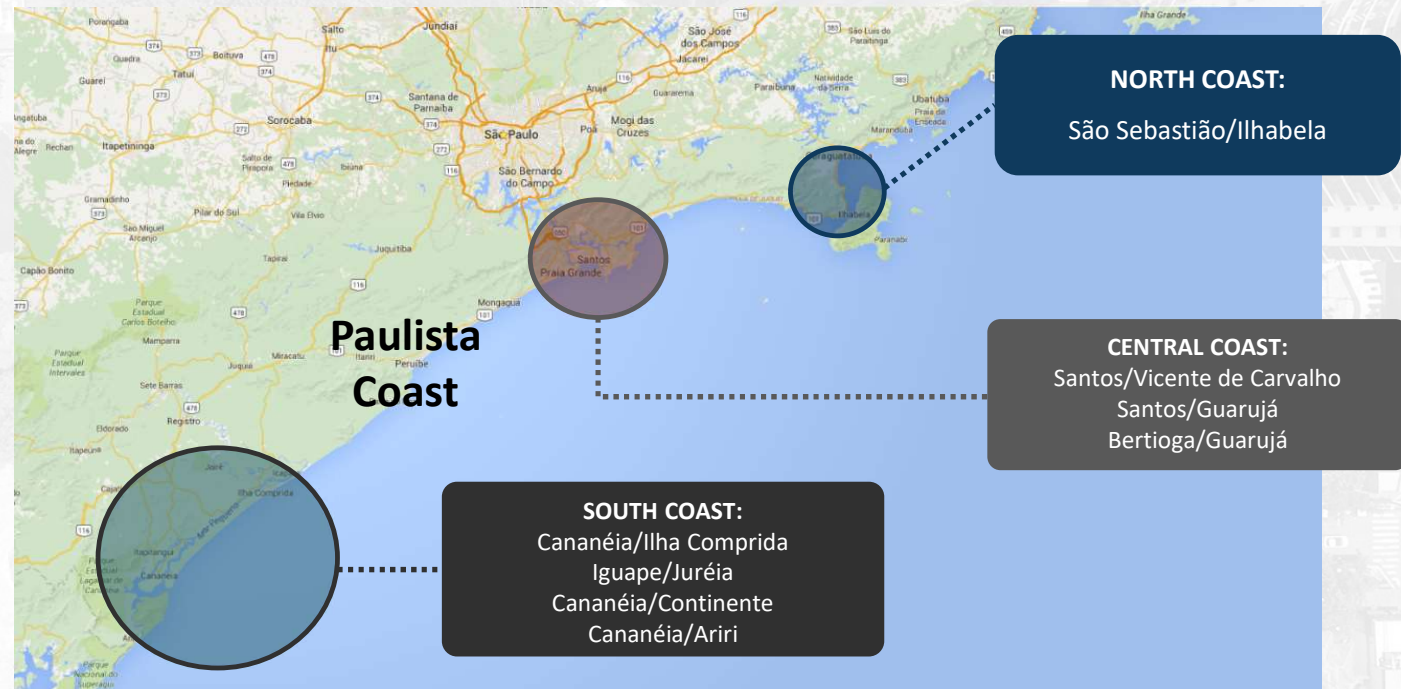
8 Ferry-boat Lines



22 Thousand pedestrian and bicycles/day



28 Thousand automobiles



NORTH COAST:
São Sebastião/Ilhabela

CENTRAL COAST:
Santos/Vicente de Carvalho
Santos/Guarujá
Bertioja/Guarujá

SOUTH COAST:
Cananéia/Ilha Comprida
Iguape/Juréia
Cananéia/Continente
Cananéia/Ariri

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



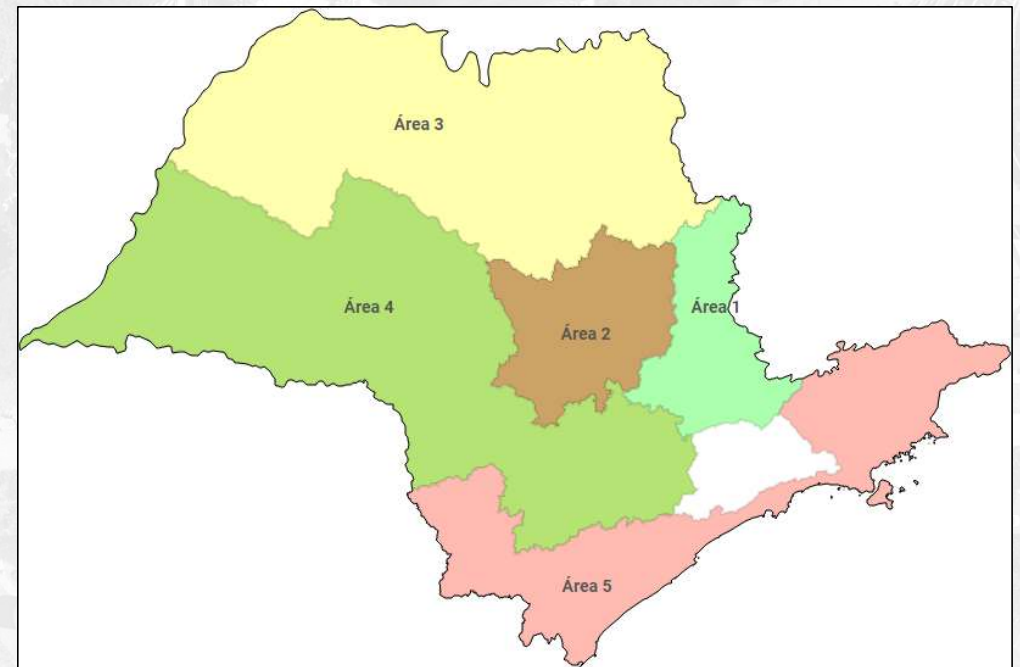
(*) Estimated

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



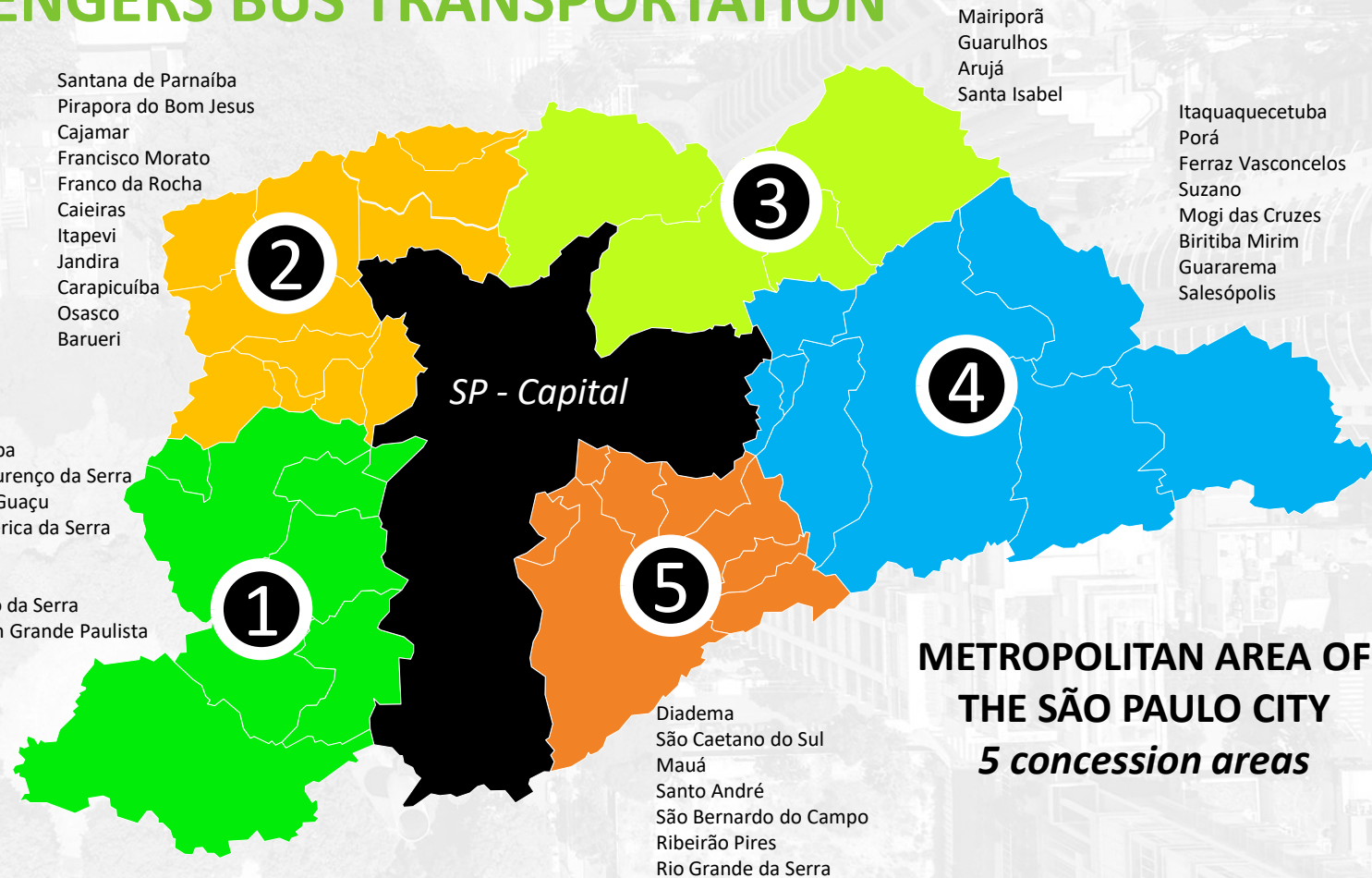
(*) Estimated

ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

METROPOLITAN PASSENGERS BUS TRANSPORTATION

Concession of passenger bus transportation services within the metropolitan area of the city of São Paulo (MRSP). The concession comprises the lines' operation and infrastructure maintenance .

 **3,800** buses
in the Metropolitan Area



METROPOLITAN AREA OF THE SÃO PAULO CITY
5 concession areas

ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

METROPOLITAN PASSENGERS BUS TRANSPORTATION

EXPECTED BENEFITS

- Bus fleet modernization;
- Wi-fi* and air conditioning in the buses;
- Fleet renewal;
- More comfort for passengers.

Schedule



ONGOING PROJECTS – OTHER MODES OF TRANSPORTATION

PORT of SÃO SEBASTIÃO

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 December, 2021.



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



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

Aug.2021 (*)

Publication of Bidding
Documents

(*) 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.

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 (hiring in process)

Schedule



(*) Estimated

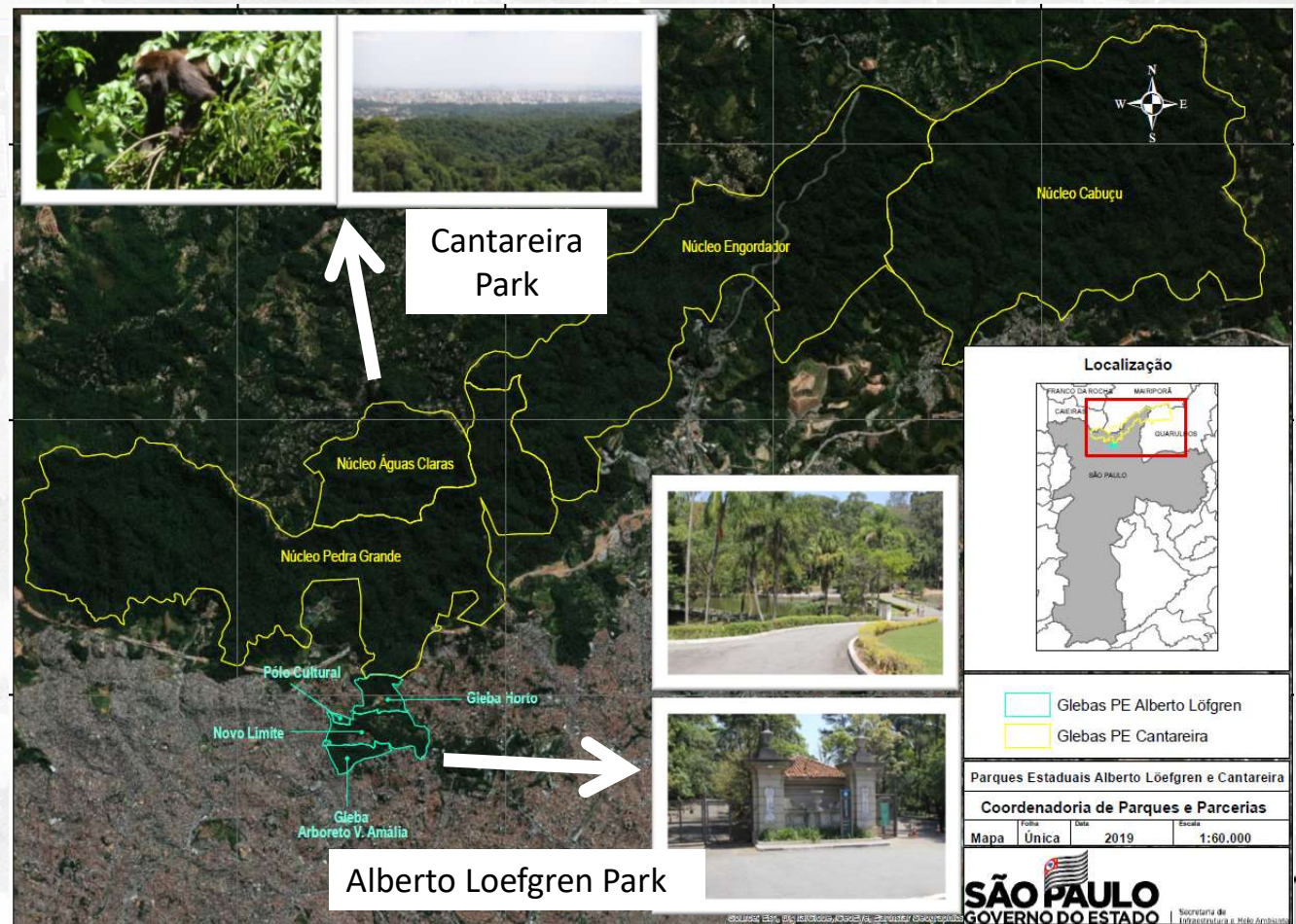
CANTAREIRA STATE PARK AND HORTO

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



Alberto Loefgren Park

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

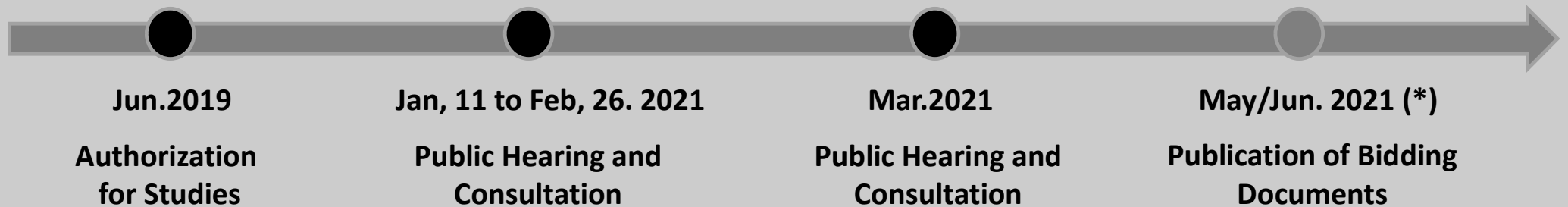


Investments **BRL 52.5 million** (under studies)



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

Schedule



(*) Estimated

ONGOING PROJECTS - PARKS

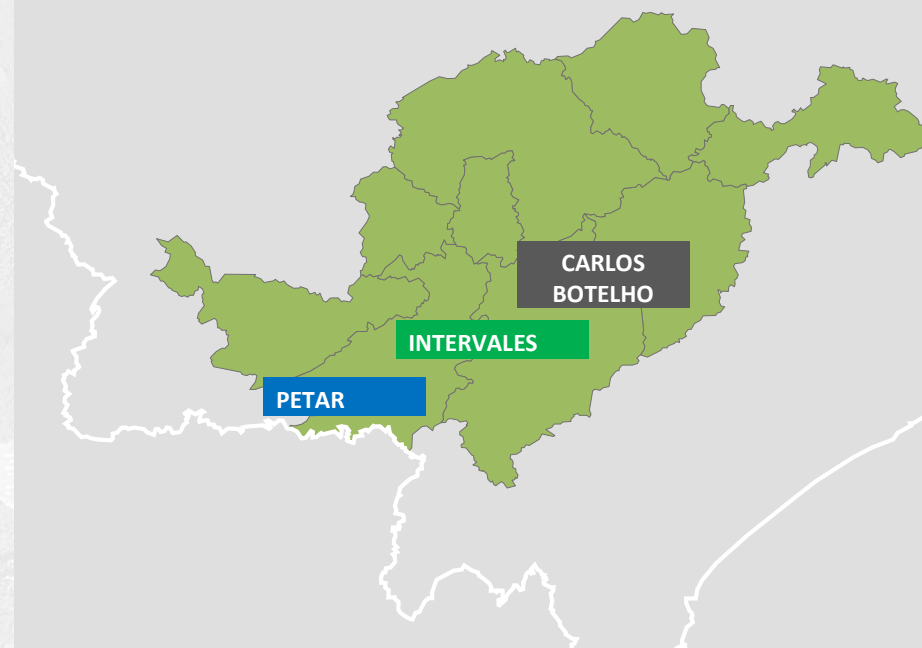
PARANAPIACABA MOSAIC

Concession for ecotourism activities and visitation at State Parks: Carlos Botelho, Intervales and Alto do Ribeira Tourist State Park (PETAR)

Total Area
of 3 parks
116 thousand hectares

Trilha do Continuum,
planejada para 150 km
nas três unidades

Municipalities: Ribeirão Grande, Guapiara, Sete Barras, Iporanga, Eldorado, Apiaí, Itaóca, S. Miguel Arcanjo e Capão Bonito



PARANAPIACABA MOSAIC



Improvement of tourist attractiveness with better space layouts



Environmental preservation initiatives fully integrated with regional economic development



Investments under studies



Public (2018) – Carlos Botelho 12 thousand; Intervales 13.6 thousand; PETAR 41 thousand.

Schedule



NEW URBAN PARKS



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



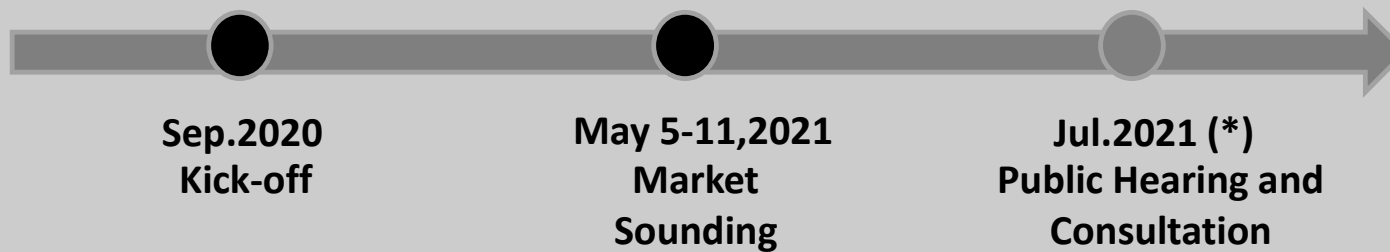
Participation of the private partner in the provision of modern and suitable equipment for sport, leisure and public enjoyment.



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 m²; 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



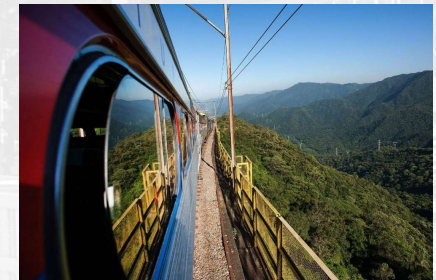
Concession for the implementation, operation, maintenance of a new logistics infrastructure between Plateau and Port of Santos.



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



ONGOING PROJECTS – LEISURE AND EVENTS

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 m² plot, of which 17,000 m² is built area;



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



Schedule



(*) Estimated



SÃO PAULO
STATE GOVERNMENT

THANK YOU