

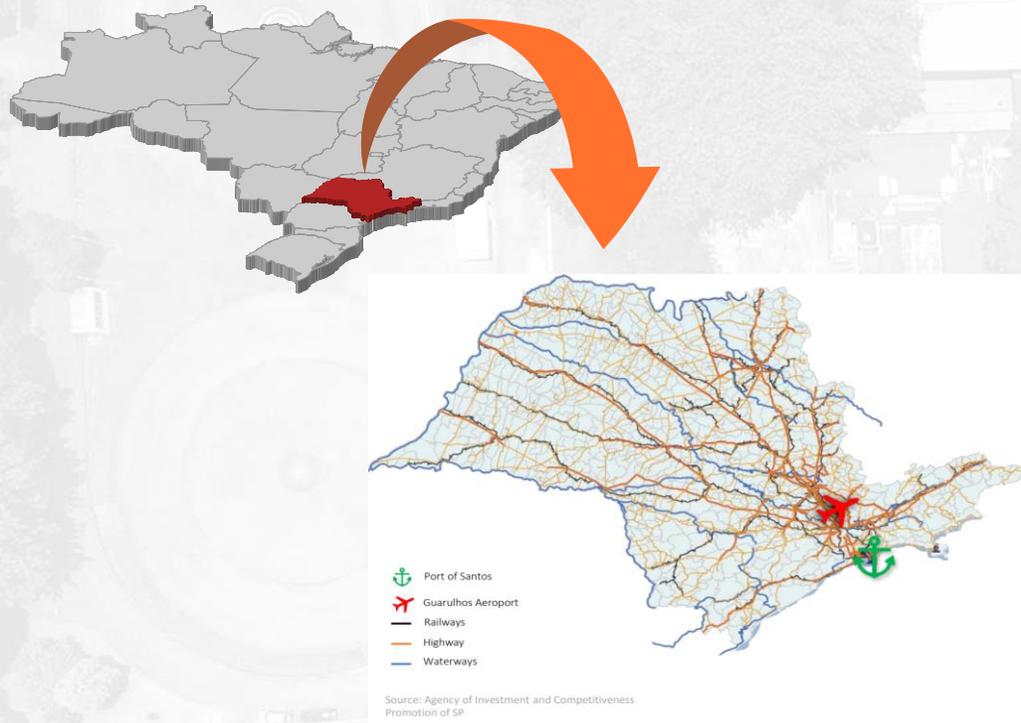


SÃO PAULO
STATE GOVERNMENT

THE PARTNERSHIP PROGRAM

November, 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

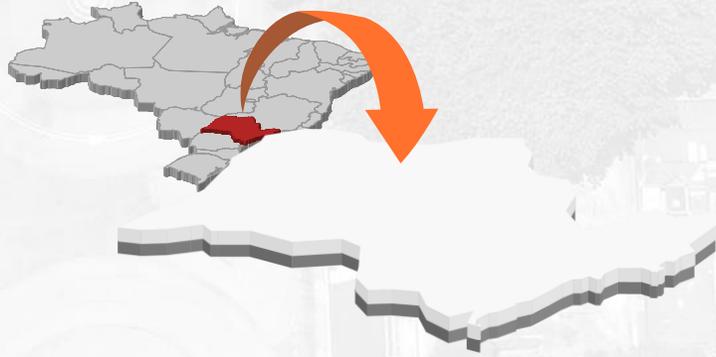
WORLD'S LARGEST ORANGE AND ETHANOL PRODUCER

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

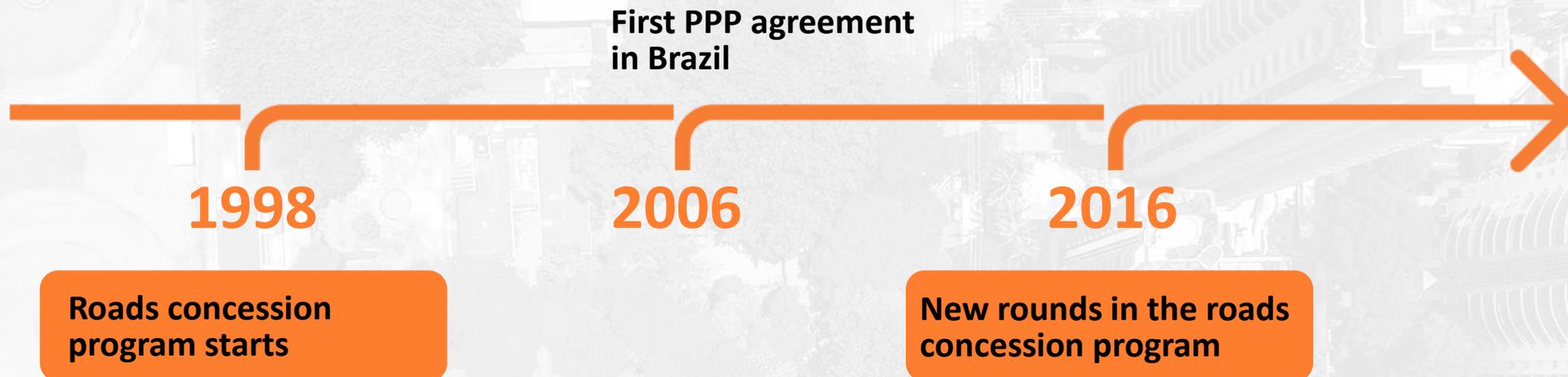


36%
OF MANUFACTURING
INDUSTRY IN
BRAZIL

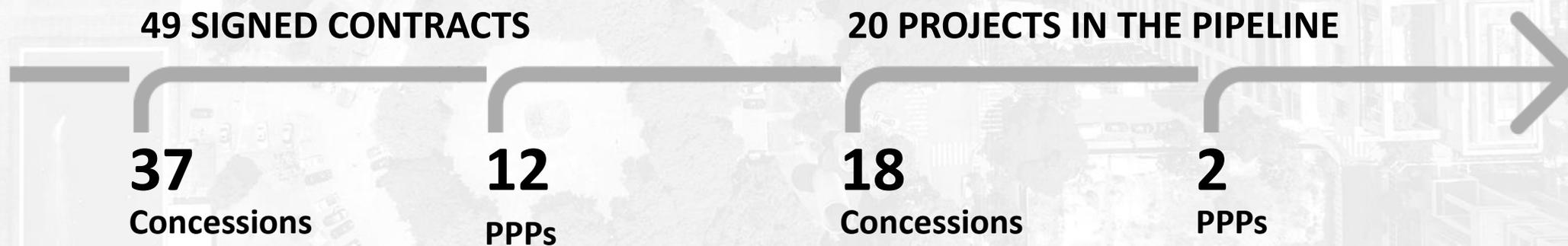


19%
OF BRAZILIAN
AGRIBUSINESS
GDP

EVOLUTION OF PARTNERSHIPS IN SÃO PAULO



THE 2021 PICTURE



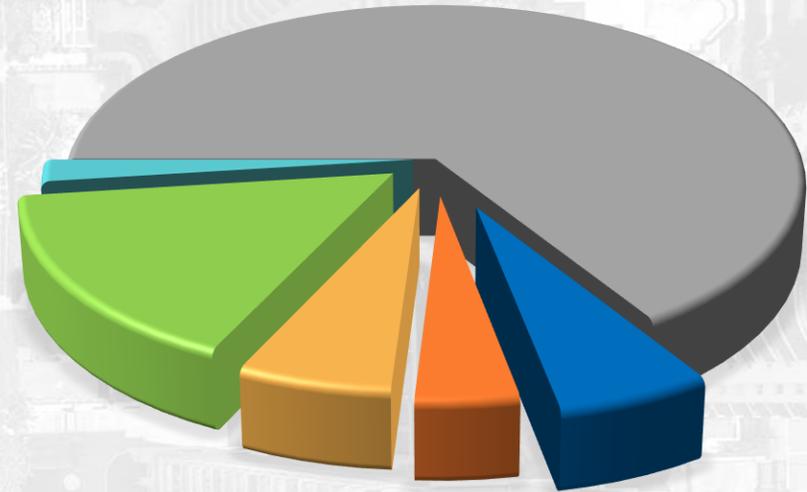
49 SIGNED
PROJECTS

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

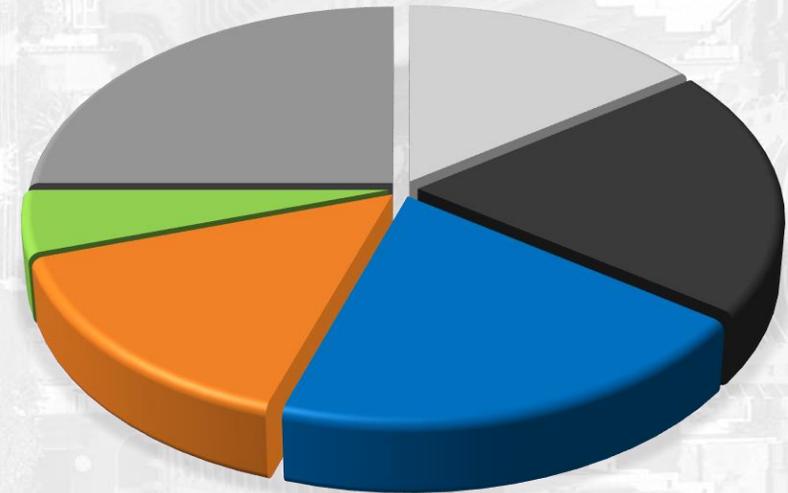


Transportation/Mobility	66%	
Energy	6%	
Sanitation	4%	
Health	6%	
Leisure/Events/Parks	16%	
Housing	2%	

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^a 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 October.**



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

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

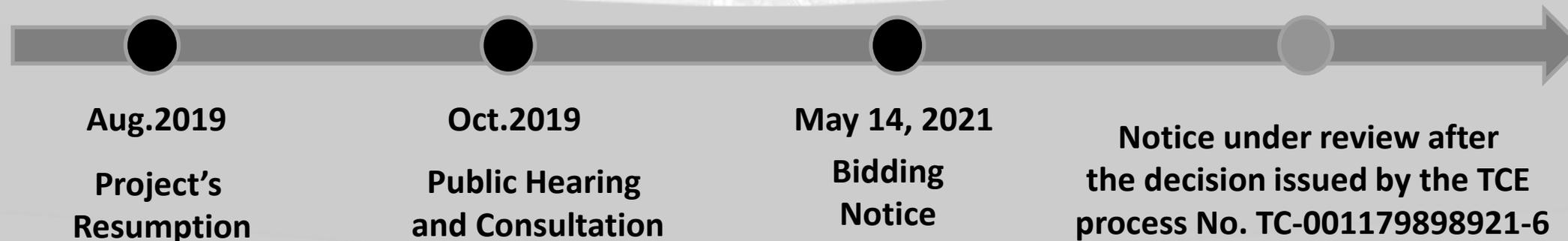


International Finance Corporation (IFC) advisory

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



Schedule



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.

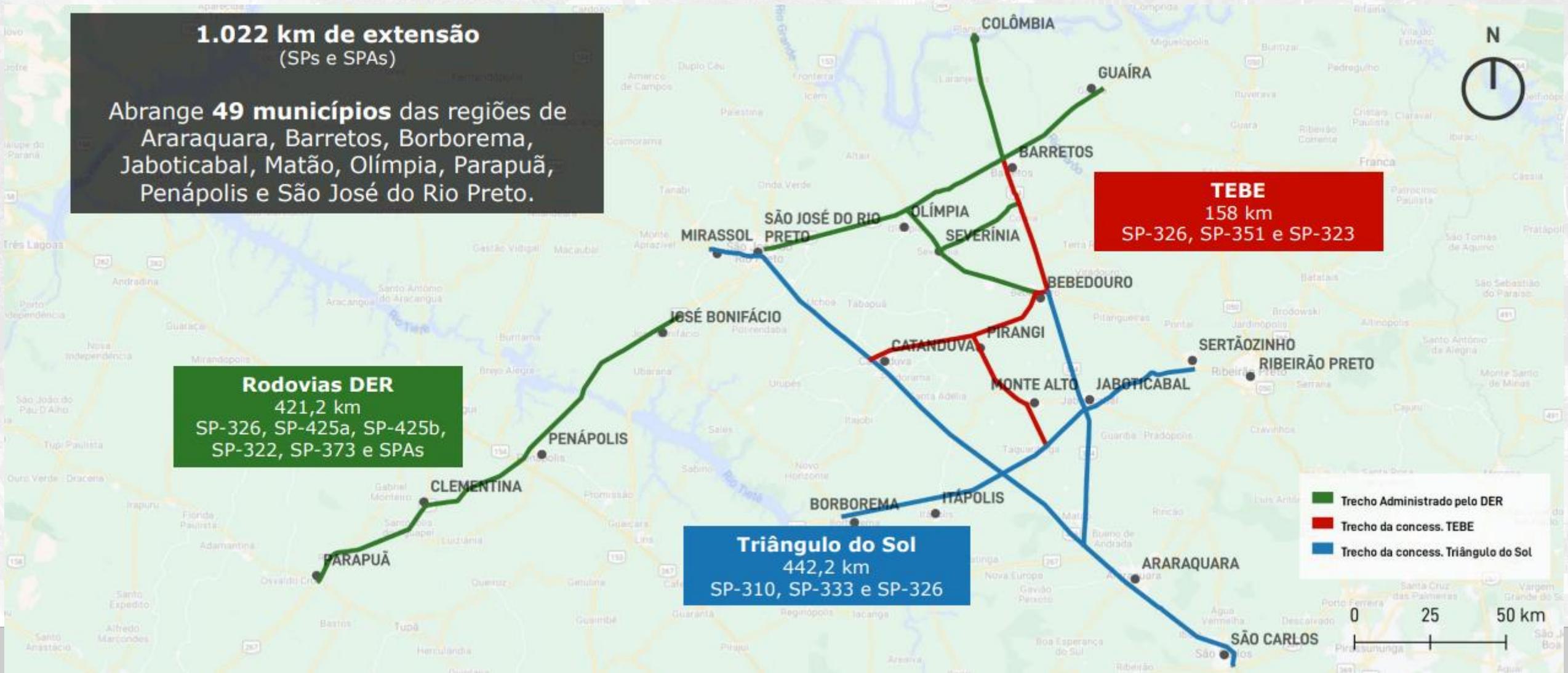
Rodovias DER
421,2 km
SP-326, SP-425a, SP-425b,
SP-322, SP-373 e SPAs

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



Jan.2021

Authorization
of studies

Apr.2021

Kick-off
meeting

Oct.2021

Public Hearing

Oct-30 to Dec-06, 2021

Public Consultation

Feb.20222 (*)

Auction
Notice

(*) 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



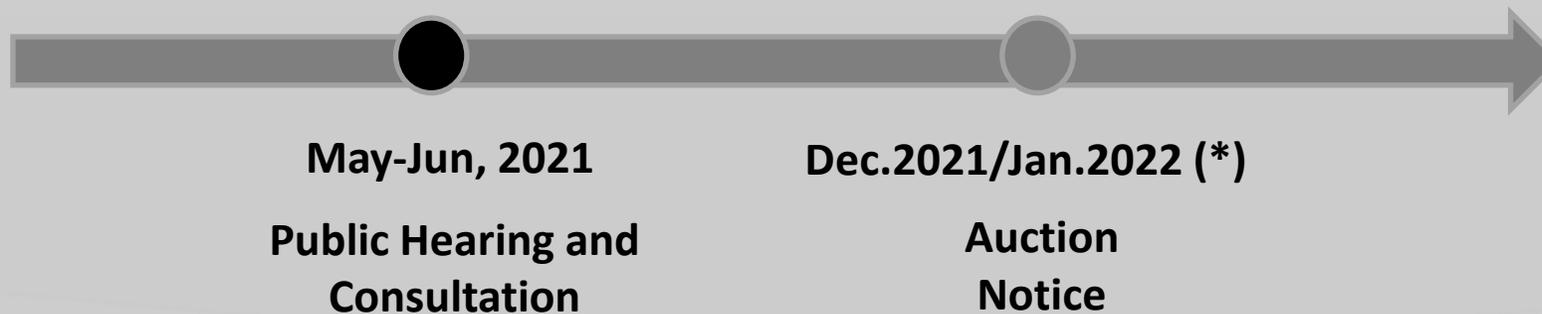
Estimated CAPEX **BRL 2.4 billion**



International Finance Corporation (IFC) advisory

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)

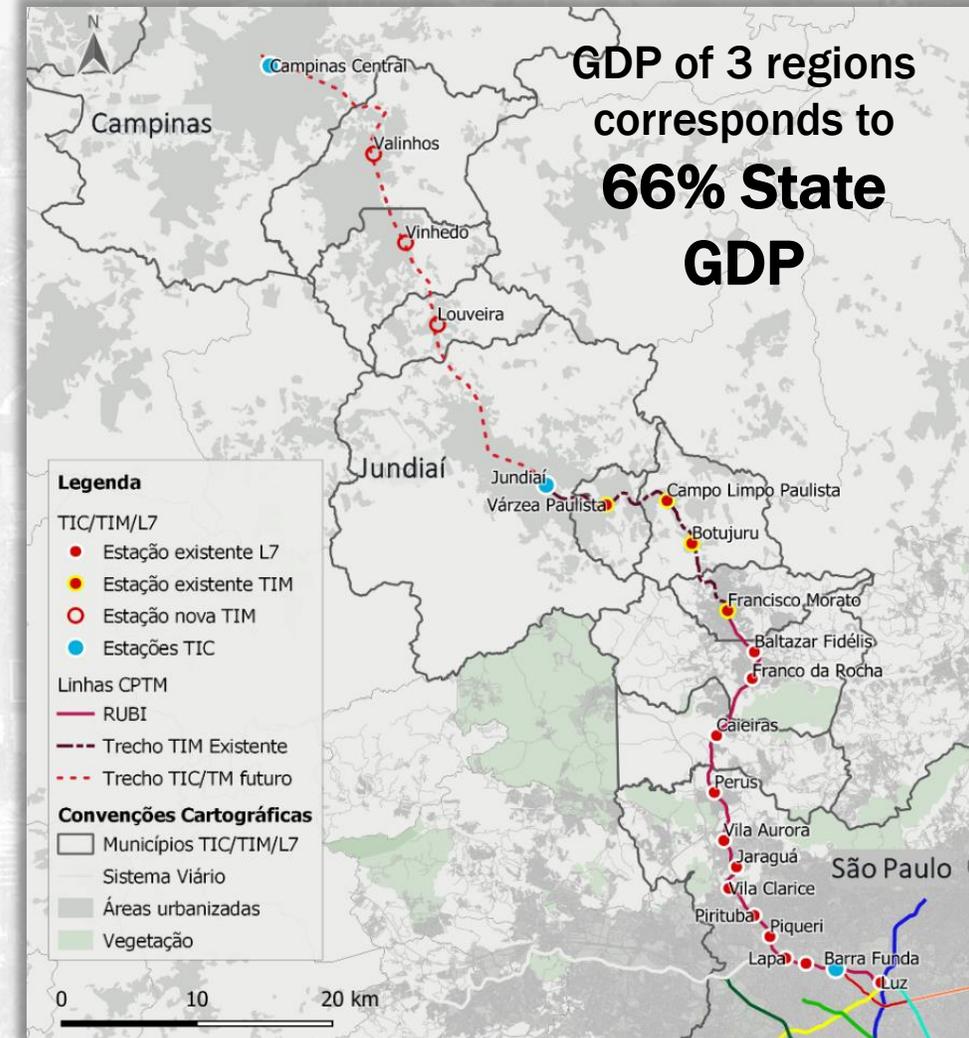
- . Express Service: 66 min travel time, 63 miles
- . **3 Halts:** São Paulo, Jundiaí e Campinas
- . Possible extension to **Americana** (under study) – phase 2

METROPOLITAN TRAIN (9-stop Service)

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

Jan.2022 (*)

Auction
Notice

(*) Estimated

PAULISTA FERRY BOAT SYSTEM

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



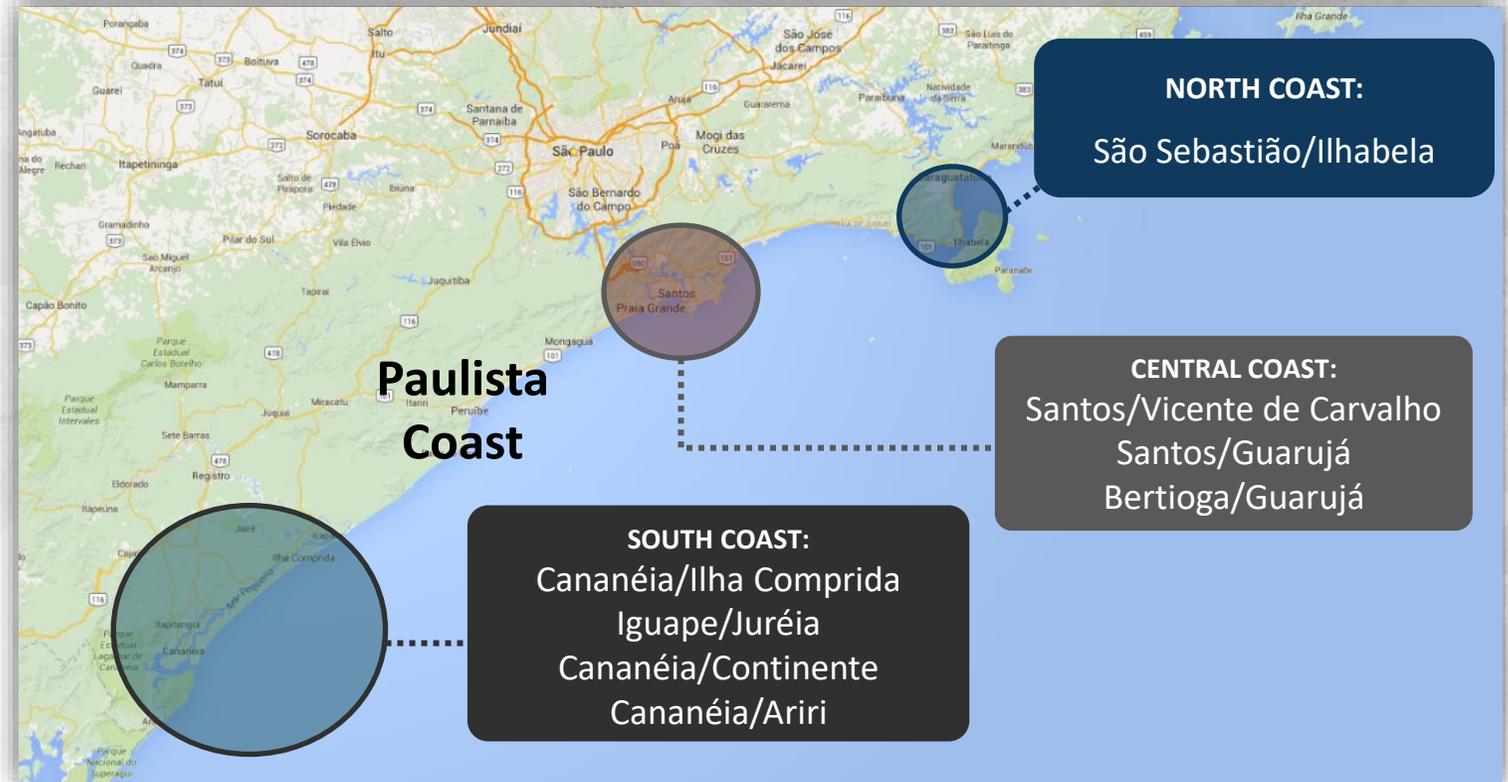
8 Ferry-boat Lines



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



(*) 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



AREN'A PARA EVENTOS ESPORTIVOS

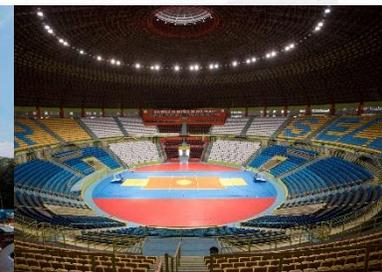
- Equipamentos esportivos
- Área de Fruição Pública

MIX DE USOS

- Esporte, Cultura e Lazer
- Entretenimento e Economia Criativa
- Comercio, Serviços, Hotelaria, Residencial com Serviços - Flat

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



(*) 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.

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

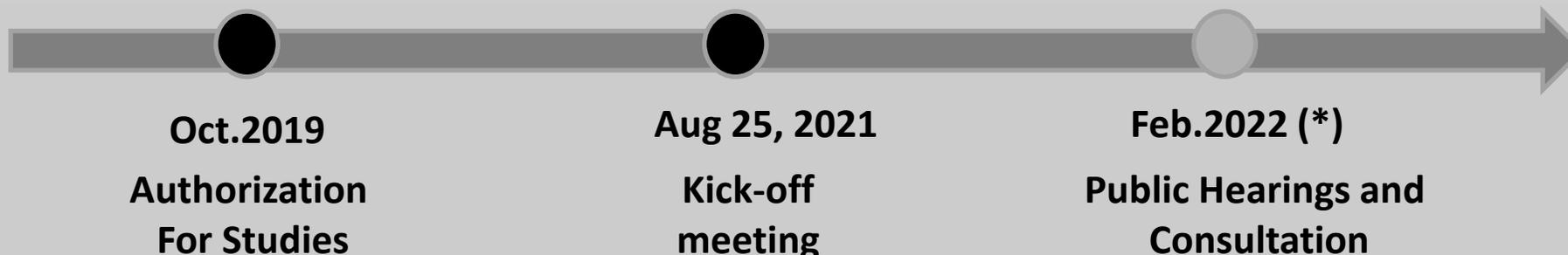


Concession of non-pedagogical services: janitorial, reception, cleaning, equipment supply, electronic surveillance, food provision, furniture and *wi-fi*



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.

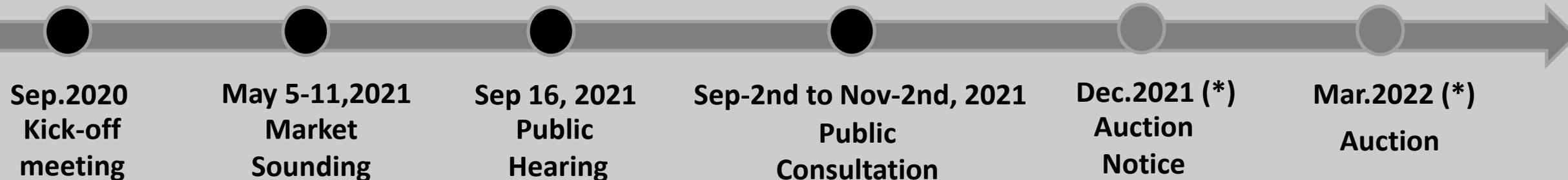


Visitation (2019) – 1 million people per month – total of 3 parks.

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

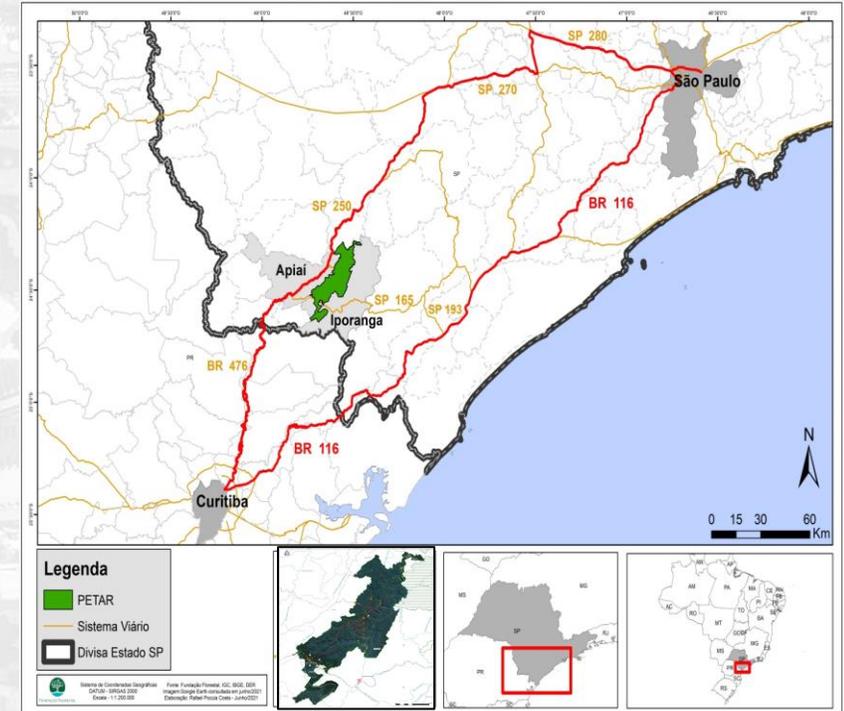


Environmental preservation initiatives fully integrated with regional economic development



Public (2019) – PETAR 41 thousand per year.

Access the [DataRoom](#).



Schedule



(*) Estimated

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.



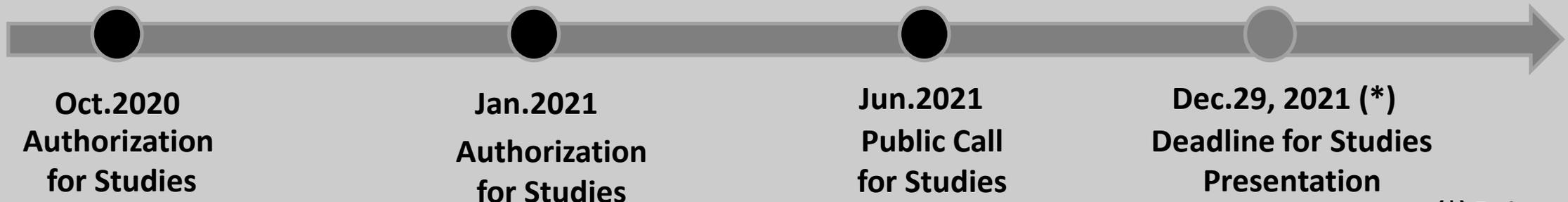
8 rail services / tours offered in the region - Suburban Train; Piracuama Tourist Train; Mirante Train; Tourist Tram; Urban Tourist Tram; Maria Fumaça; Tourist themed trains and Serra Train).



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.



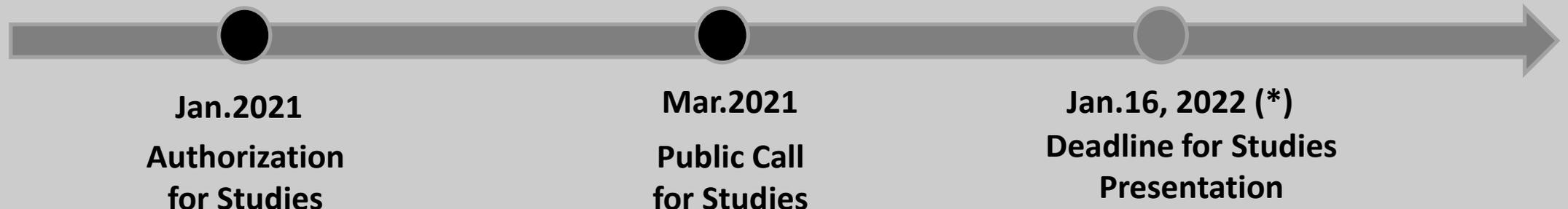
Implementation of a transportation system as an alternative to the Anchieta Highway, with a forecast of capacity saturation by 2035, as well as innovating cargo logistics for access to the Port of Santos.



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;



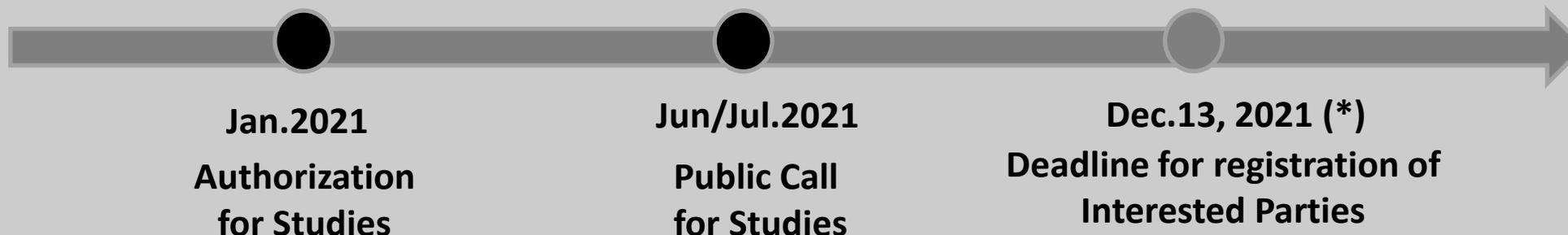
The Complex houses 9 properties on a 20,000 m² plot, of which 17,000 m² is built area;



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



Schedule



(*) Estimated

LOTTERY SERVICES IN SAO PAULO STATE



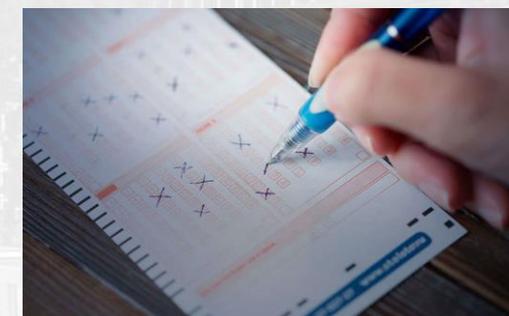
Concession for the provision of lottery services in the São Paulo State, contemplating:

(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





SÃO PAULO
STATE GOVERNMENT

THANK YOU