



United Nations

UNECE Team of Specialists on PPP's

Key Issues in PPP Procurement

Vision, Trust, Governance & Implementation

PPP is above all a question of **trust**, “crossing the bridge”, understanding others.
The goal will always be to provide **public services** to the communities.

A way to implement quality of life

Vision and Strategy should guide short and long term public interest.

Road map to Sustainable Development

Governance will be the key on how Vision and Trust are ensured.

Procurement is therefore a link on the **implementation** process.
It is an essential link, but not an end in itself!

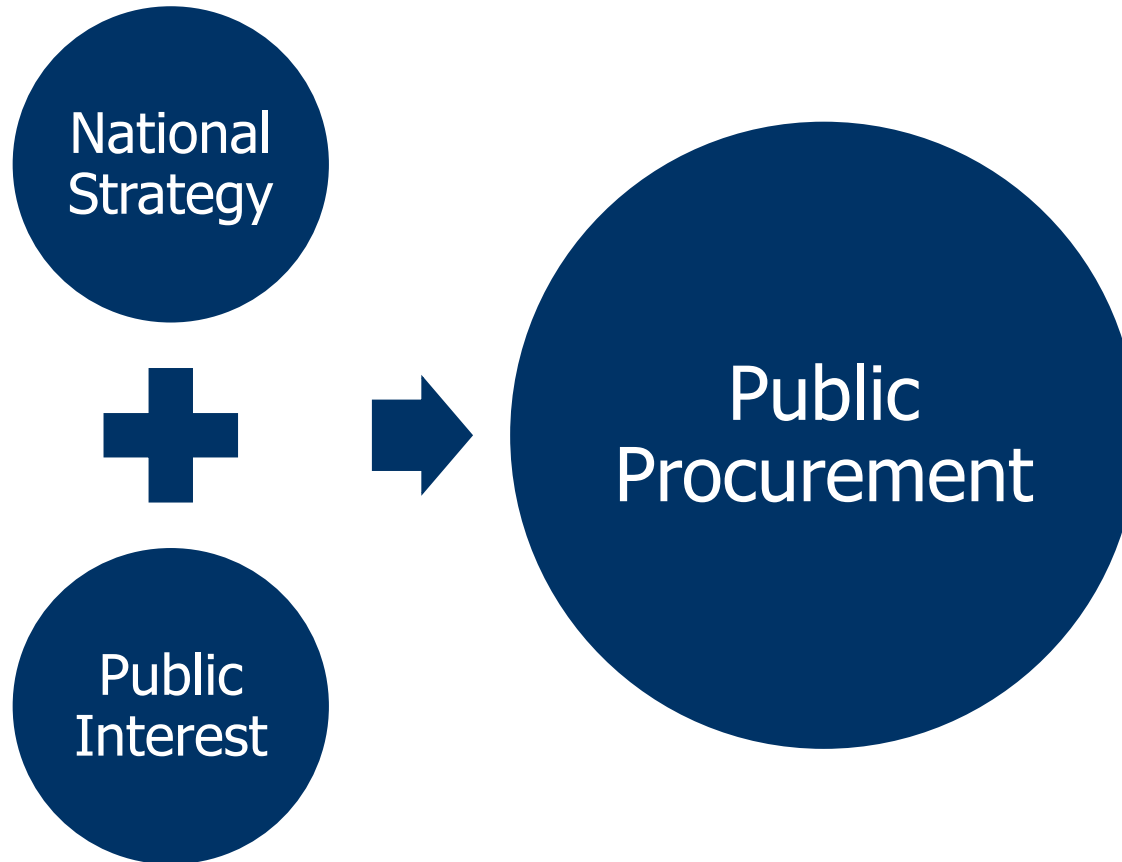
Interpreting, choosing, ensuring “services”

From Vision to Implementation

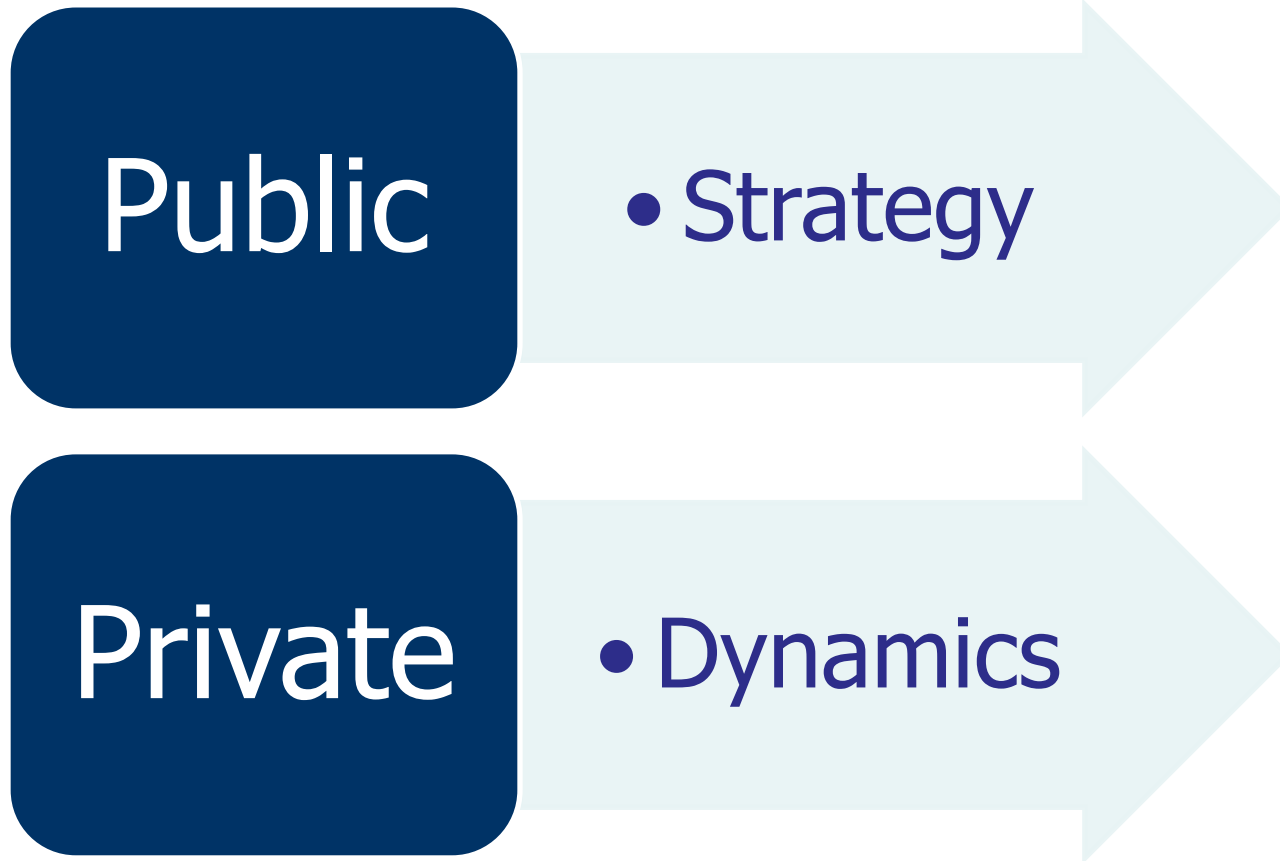


From Procurement to Implementation

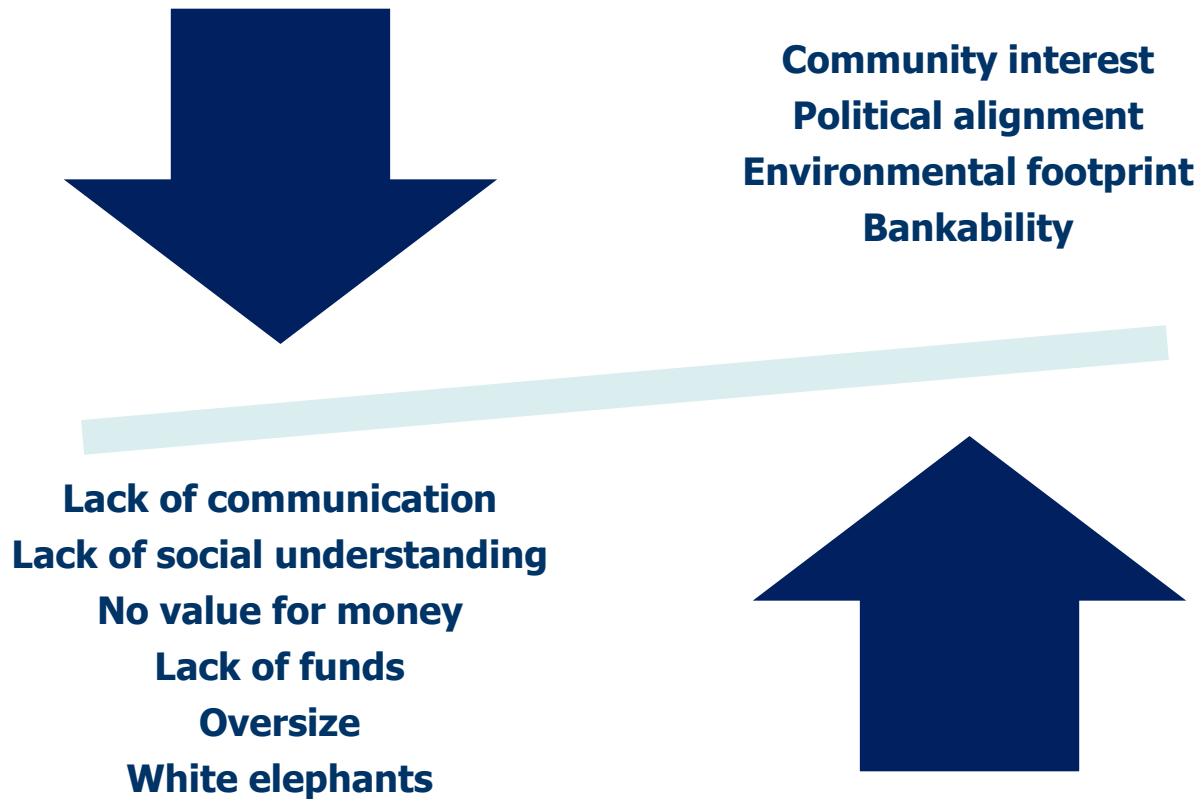




Procurement is an essential link to promote quality of life

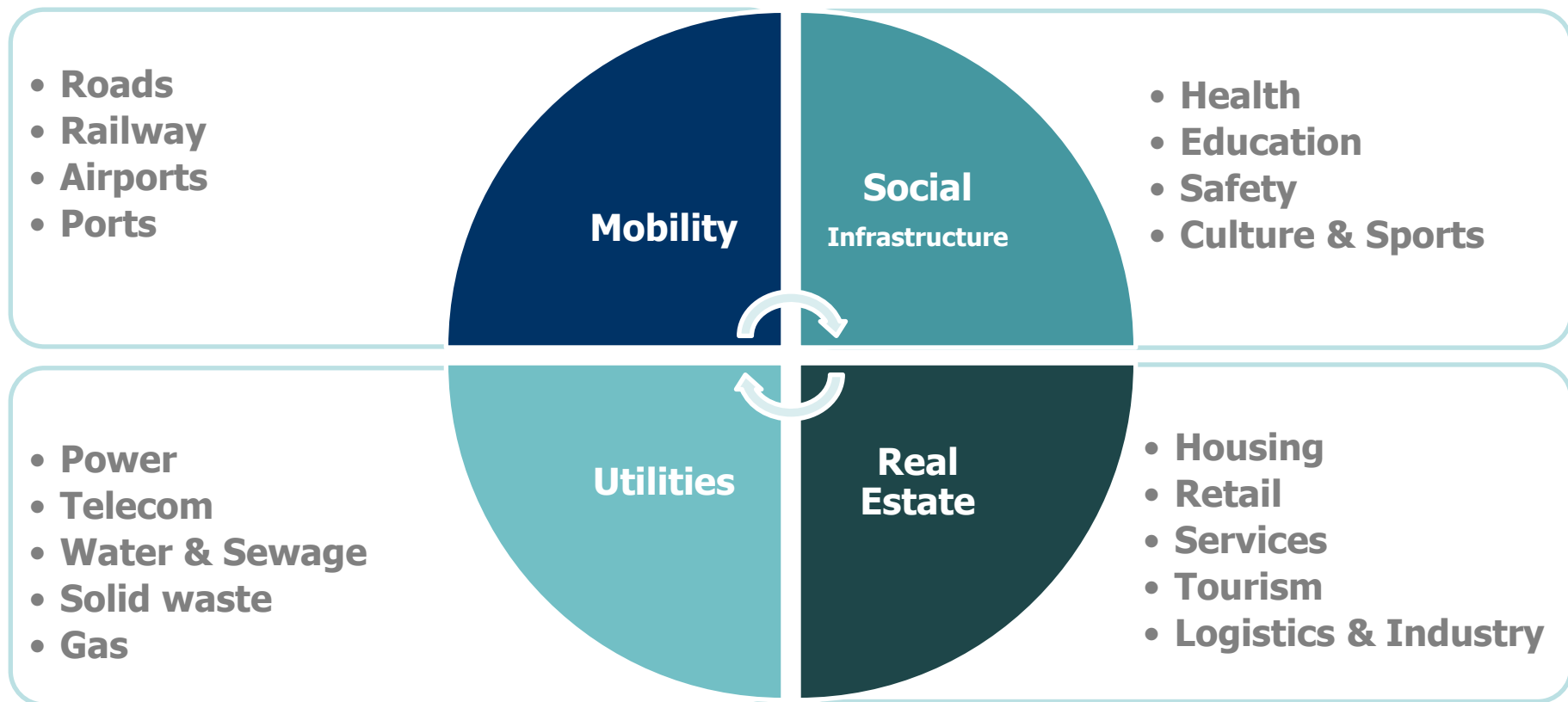


Defending public interest > Ensuring implementation

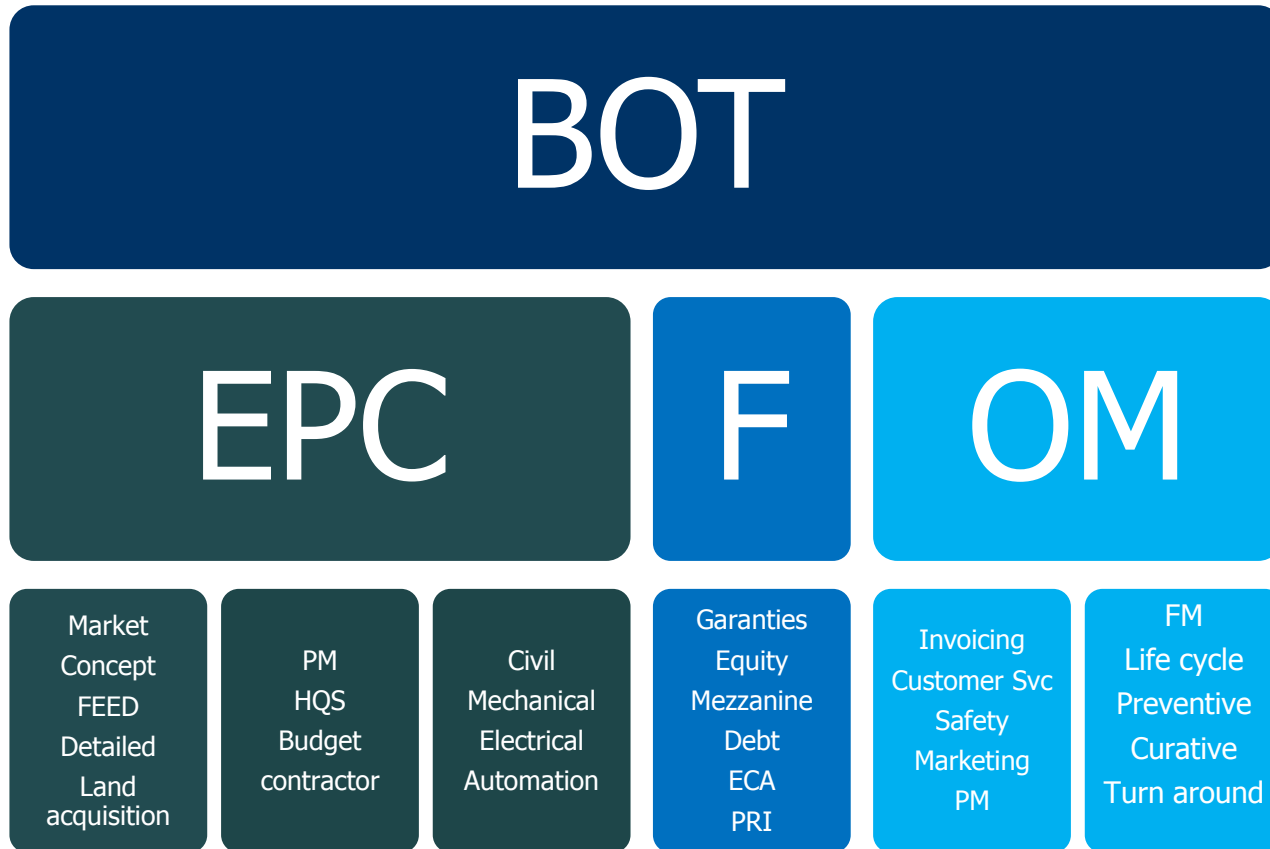


Vision > Goals > Strategy > Communication > People, Planet & Profit

PPP's Model Vary With Sector and Geography



Identifying the infrastructure needs > Defining the priorities!



Identifying the “Boxes” ... PPP is not only about financing !

Ambition and Budget > Feasibility Issues



Cross Government understanding & long-term interest essential implementation

State
Budget

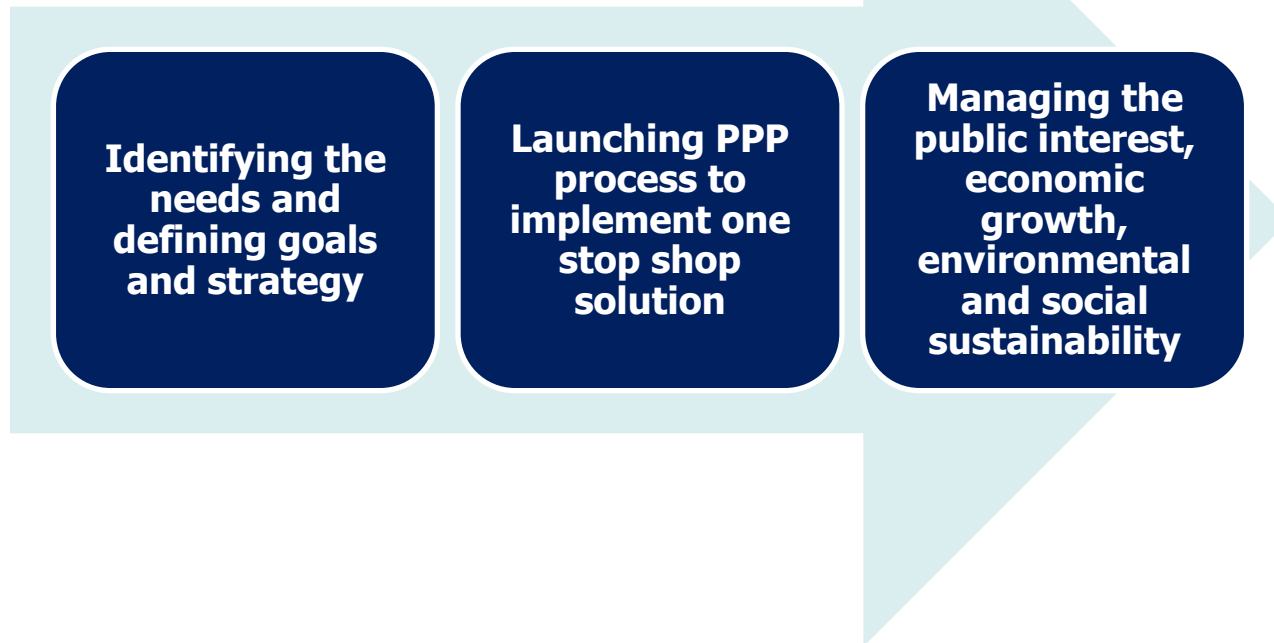
Private
Funding

Infrastructure
Needs

Ensuring financial solutions between public and private funding

Study > Transform > Provide

→ Goal is to provide the service not the studies!

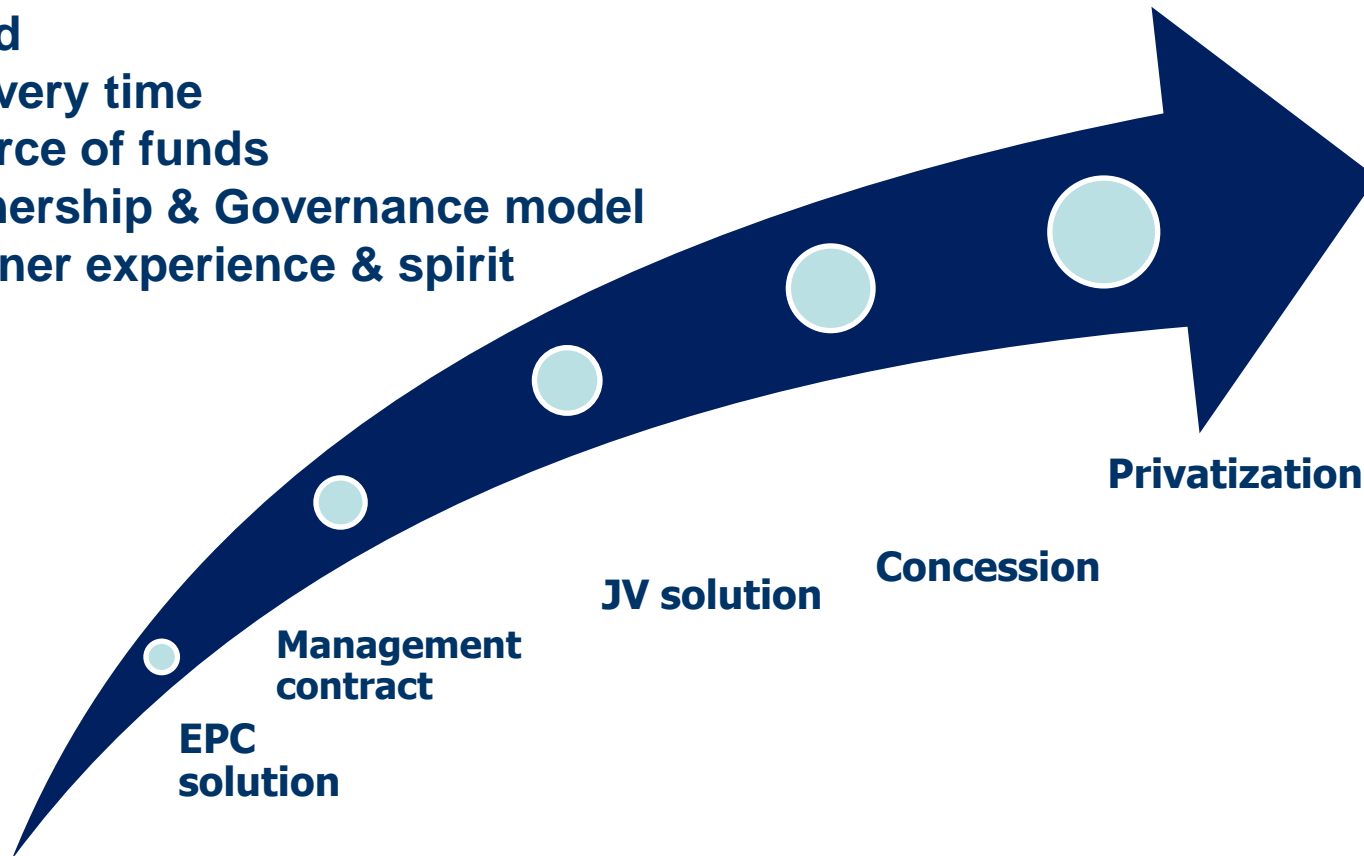


Transforming Quality of Life into a rational and measurable process

Each Country Has Its Own PPP DNA

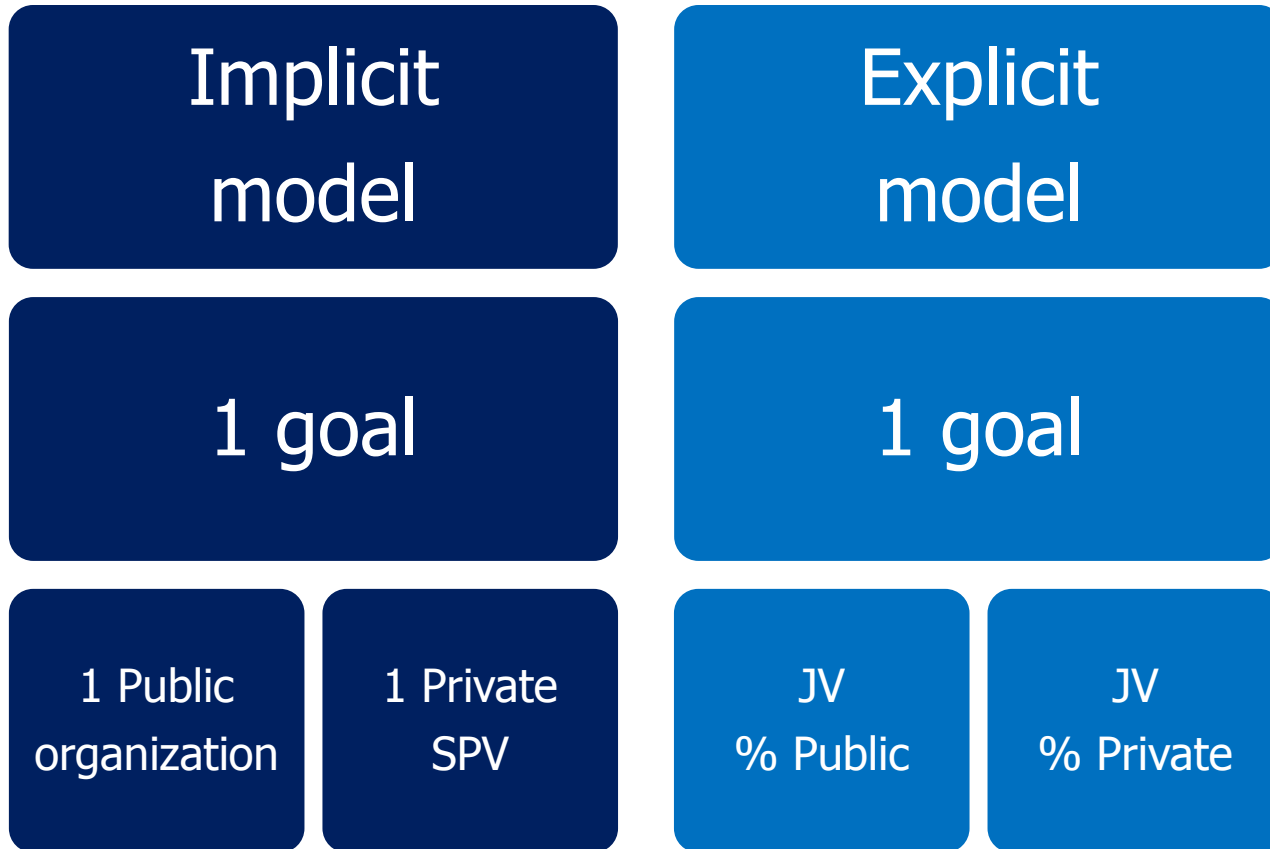
Confirm:

- **Need**
- **Delivery time**
- **Source of funds**
- **Ownership & Governance model**
- **Partner experience & spirit**



Choosing the model that delivers the wanted public service in due time!

“To Be or Not to Be” In The Same Room!



Implicit versus explicit model of implementing the same goal

- Energy & Power >
 - 21 GW of production (existing and under construction)
 - 493 km of transmission and distribution

- Environment >
 - 199 water treatment plants
 - 227 wastewater treatment plants

- Telecom >
 - 42 million clients of land lines
 - 203 million clients of mobile lines

- Road Concessions >
 - 2.672 km of roads, bridges and tunnels

- Railway & Metro >
 - 188 km of rail existing and awarded

- Airports >
 - 2 airports for 25 million passengers per year (under construction)

- Municipalities >
 - Daily interaction with 1,149 municipalities

**Ensuring Infrastructure Solutions
for Public and Private Partners
is Our Core Business and Way of Life**

pedro.neves@agnet.com.br



EXPERIENCE

- Over 60 years of experience
- 650 projects completed in 38 countries
- + 220,000 workforce

CAPACITY

- Engineering & Construction
- Telecommunications
- Power Generation & Distribution
- Concessions of Public Infrastructures
- Project Financing



INTERNATIONAL PRESENCE

- America
- Europe
- Africa
- Middle East & Asia

FINANCIAL STRENGTH

- Turnover: US\$ 9.7 billion in 2011
- EBITDA: US\$ 1,829 billion in 2011



CULTURA
AGENTE

1. People



2. Meritocracy



3. Spirit of Owner



4. Think Big



5. Self-development



6. Quality



7. Work Hard



8. Client



9. Relationships



10. Reputation



11. Profitability



12. Culture



AG Group

Construction	51,878
Concessions	23,111
Telecommunications	147,04
Total	222,793

Outsourced labor

94,368

CONSTRUCTION

- ✓ Hydro Power Plants
- ✓ Thermo Power Plants
- ✓ Nuclear Power Plants
- ✓ Transmission Lines
- ✓ Industrial Plants
- ✓ Refineries
- ✓ Steel Mills
- ✓ Pipelines
- ✓ Tunnels
- ✓ Shipyards
- ✓ Ports
- ✓ Subways
- ✓ Water/Waste & Urbanization
- ✓ Dams
- ✓ Airports
- ✓ Roads
- ✓ Railways
- ✓ Buildings

ENERGY

- ✓ Hydroelectric
- ✓ Thermoelectric
- ✓ Nuclear
- ✓ Transmission Lines

ENVIRONMENT

- ✓ Water distribution
- ✓ Sewage network
- ✓ Wastewater treatment plants

TELECOM

- ✓ Mobile
- ✓ Broadband
- ✓ Contact Centres

CONCESSIONS

- ✓ Roads
- ✓ Subways
- ✓ Water & Wastewater
- ✓ Airports

HEALTHCARE

- ✓ Logistics





SUBWAYS

Projects: 27
Total extension: 102.82 km



RAILWAYS

Projects: 22
Total extension: 953 km



PORTS

Projects: 38
Docks, piers and quays: 984,300 m²



AIRPORTS

Projects: 18
Total runway extension:
1,282,000 m²



ROADS, BRIDGES AND VIADUCTS

Projects: 313
Total extension: 17,585 km



NUCLEAR POWER PLANTS

Projects: 3
Installed capacity: 1.7 GW



HYDROELECTRIC PLANTS

Projects: 22
Installed capacity: 38.3GW



THERMOELECTRIC PLANTS

Projects: 4
Installed capacity: 2 GW



BUILDINGS

Projects: 68
Built area: 2,909,000 m²



IRRIGATION

Projects: 22
Canals: 548 km



SANITATION

Projects: 79
Construction and rectification
of canals: 170 km



DRILLING AND COMPLETION OF OIL AND GAS WELLS

Projects: 72 (on land and sea)



REFINERIES

Projects: 20



GAS PIPELINES

Projects: 11
Total extens.: 1,050 km



MINING AND STEEL

Projects: 13



SHIPYARDS

Projects: 1



STADES

Projects: 4
Number of seats:
192,000

HIGHWAYS

In Portugal: **240 km of highways**

In Brazil: **2,432 km of highways**

CCR is the largest private group operating road concessions in Latin America



RAILWAYS

Railways **165 km of lines for high-speed train in Portugal**

SUBWAYS

Subways **12.8 km of subway**



AIRPORTS

San José Airport, Costa Rica

5.4 millions passengers in 2010



New Quito International Airport, Ecuador

Concession: 35 years



ENERGY

1 Power Integrated Utility in Brazil



6,896 MW Power generation
 8,861 Km Power transmission
 485,046 Km Electricity distribution

Covering 805 municipalities
 Supplying 30 million citizens
 Operating 65 power plants

3rd Largest Hydroelectric Power Plant in Brazil (in terms of guaranteed power output)

*SANTO ANTÔNIO
 ENERGIA*

Installed capacity of **3,150 MW**

BOT contract

AG holds a 12.4% stake of Santo Antônio Energia

Power generation to supply 44 million citizens

ENVIRONMENT

Covering	344	municipalities
Supplying	9.5	million citizens
Operating	177	water treatment plants
Operating	225	waste water treatment plants



Water supply and sewage management in the Port of Santos



LOGISTIC

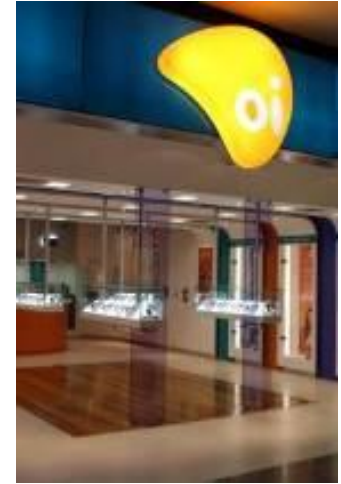
LOGIMED



The company, entirely owned by AG, provides all the logistics and supply chains of materials, medicines, orthopedic and prosthetic devices for hospitals through innovative solutions and technologies.



- ✓ **Landlines:** 43 million lines
- ✓ **Mobile phones:** 69.7 million clients
- ✓ **Optical Fibre Network** 1,062 km



contax

- ✓ **Largest contact centre company in Brazil**
- ✓ **More than 70 corporate clients**
- ✓ **34 contact centers**
- ✓ **116,000 employees**



Project area:
1.18 million m²

More than
2.500 workers

**16 sports
modalities**

Client: City of Rio de Janeiro - **Brazil**

Contract value: US\$ 675,500,000

**PUBLIC-PRIVATE PARTNERSHIP FOR THE CONSTRUCTION
OF THE MAIN SITE OF RIO 2016 OLYMPIC GAMES**

July 2012 – June 2027

ANDRADE GUTIERREZ OWNS 1/3 OF THE SPECIAL PURPOSE VEHICLE (SPV) “RIO MAIS”



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