



## PPP and Sustainable Development

### *Public Private Partnerships with People Planet and Profit*

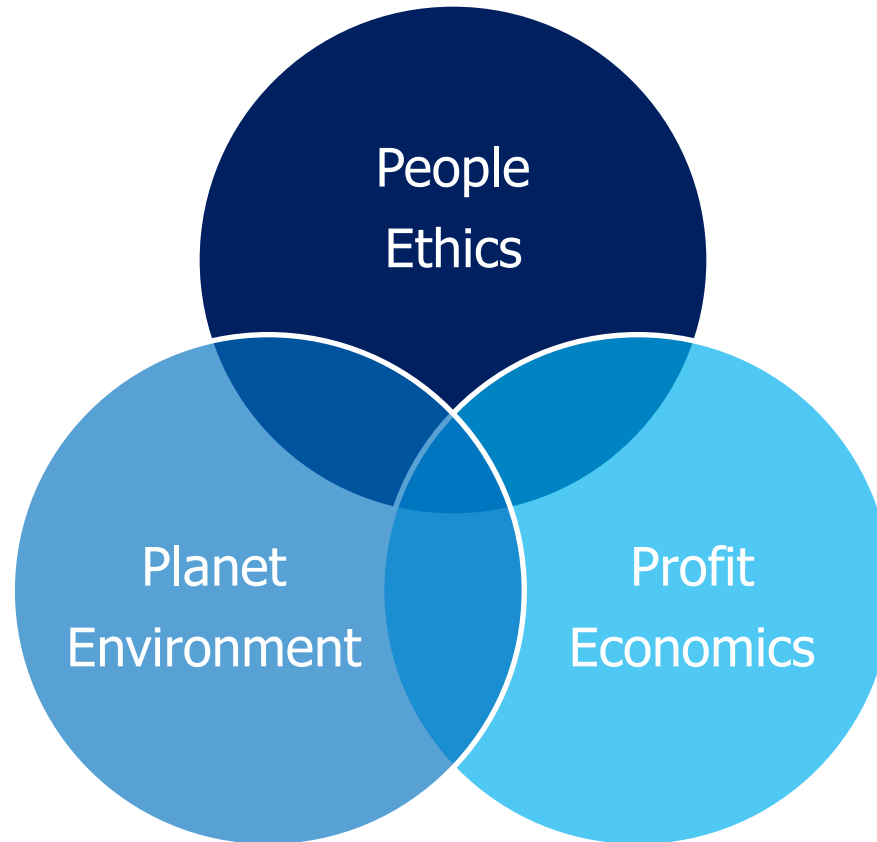
1 → Sustainable Development > Life Cycle > PPP

2 - PPP the “secret weapon” for infrastructure development

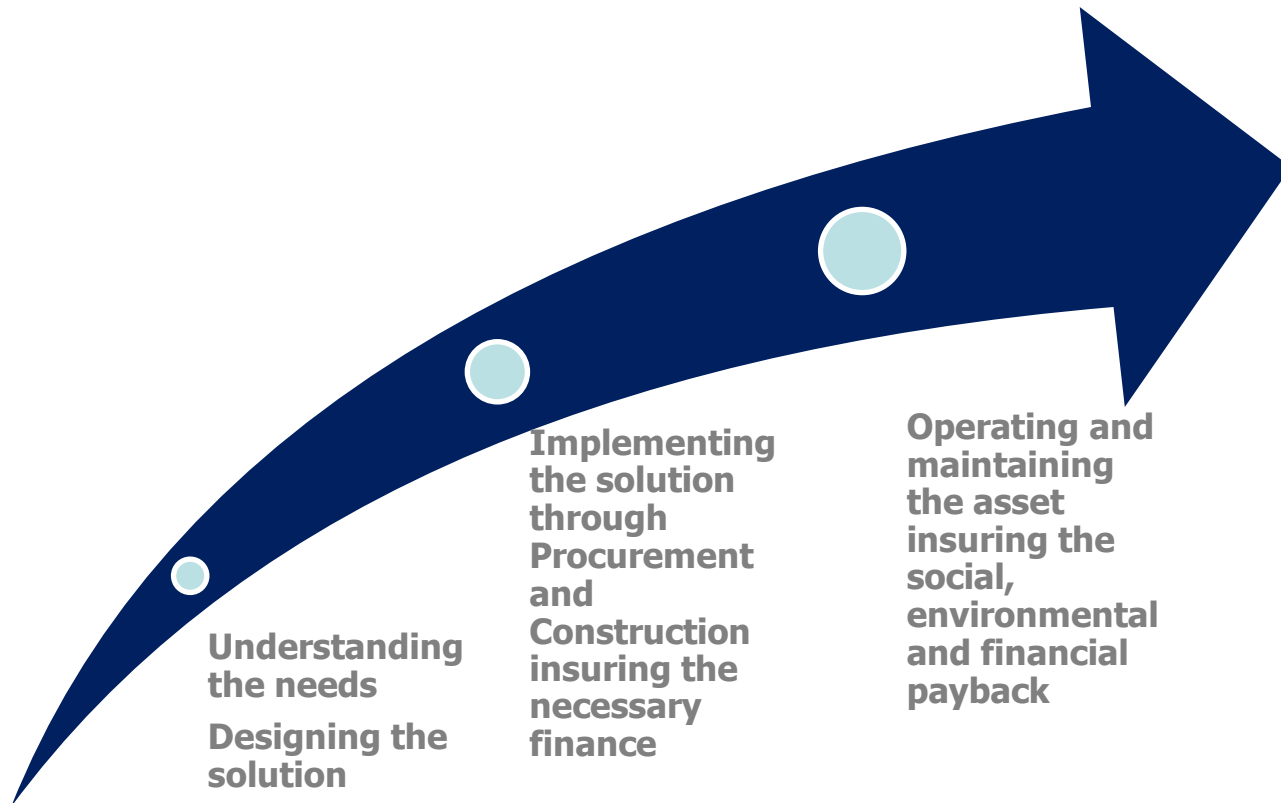
3 - Pit falls on PPP's

4 - Why sustainable development is vital for PPP success

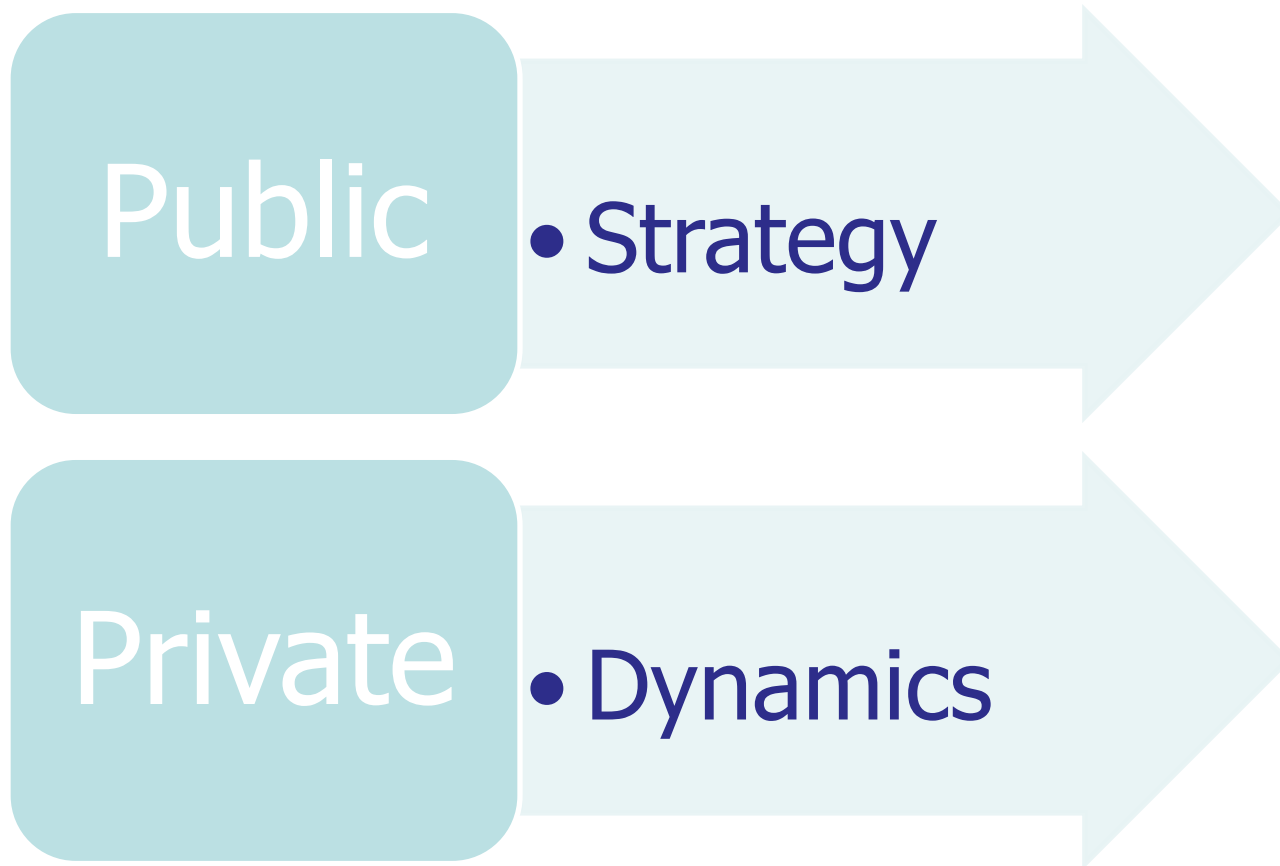
5 - Why AG on PPP solutions



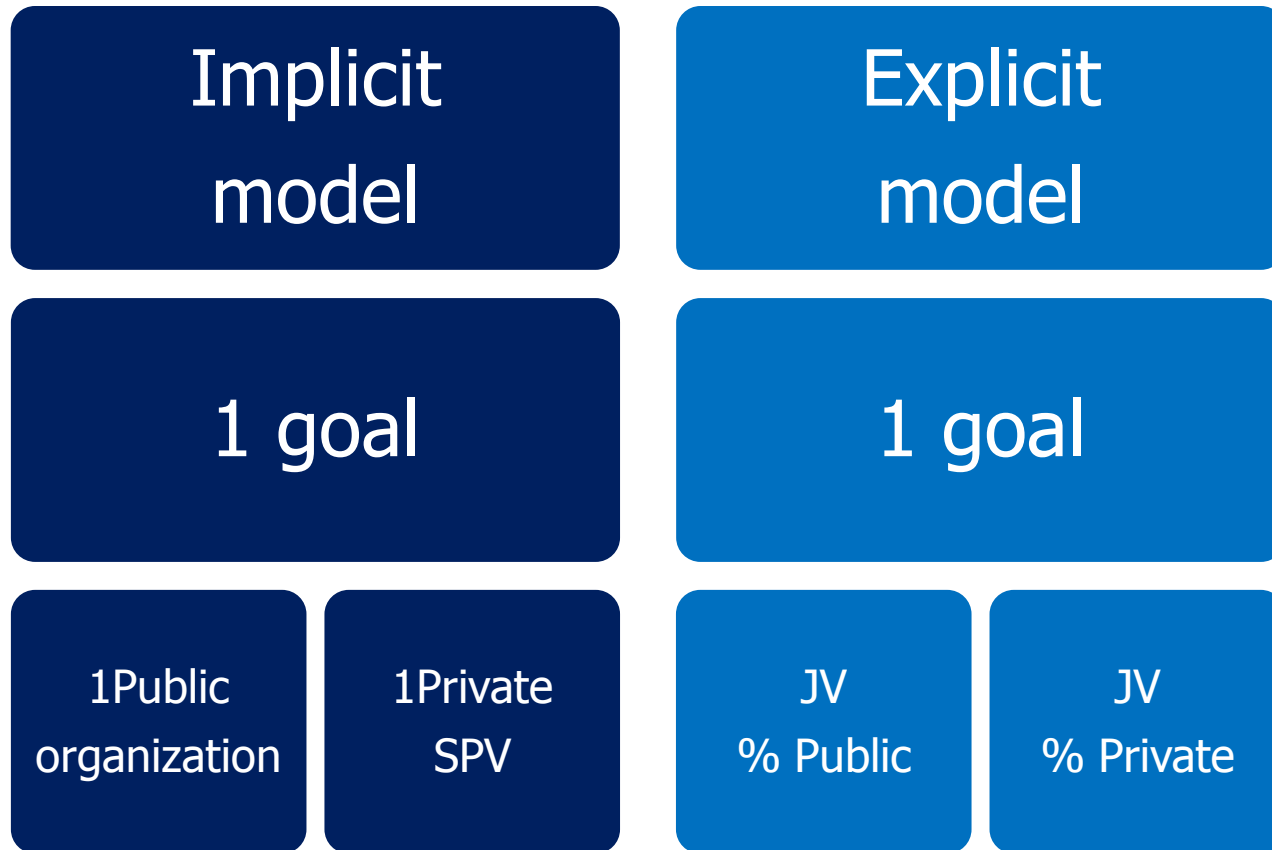
**Sustainable Development = Ethics + Environment + Economics**



Life Cycle approach implies an Asset Development sustainable solution



Defending Public Interest > Insuring Implementation



Implicit versus explicit model of implementing the same goal

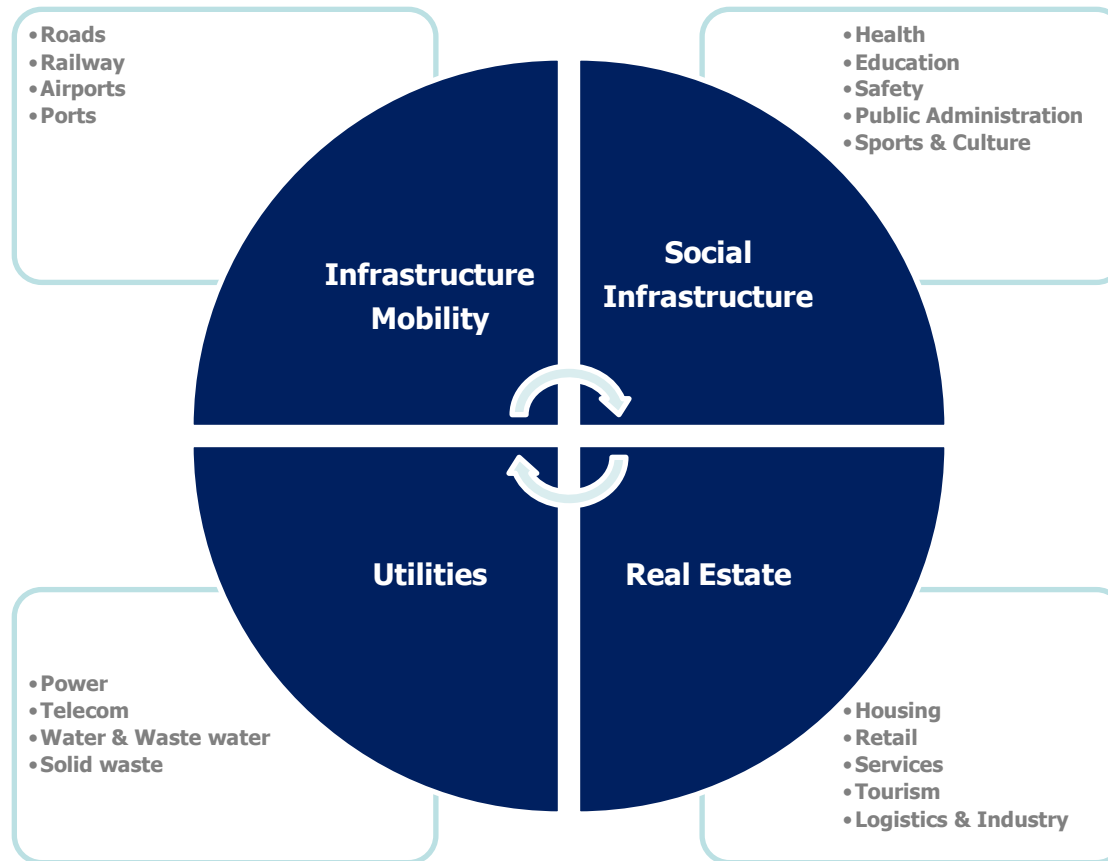
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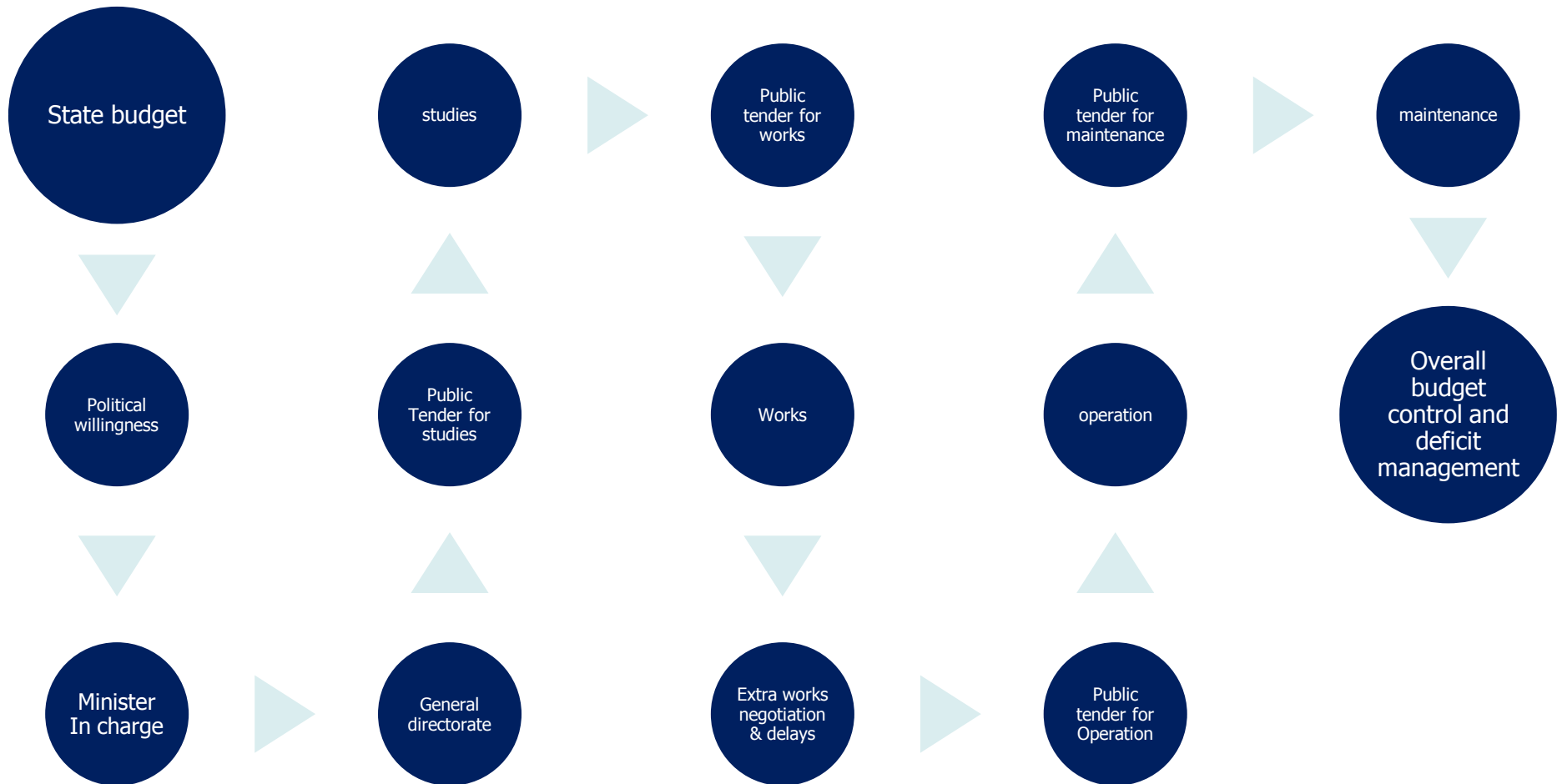
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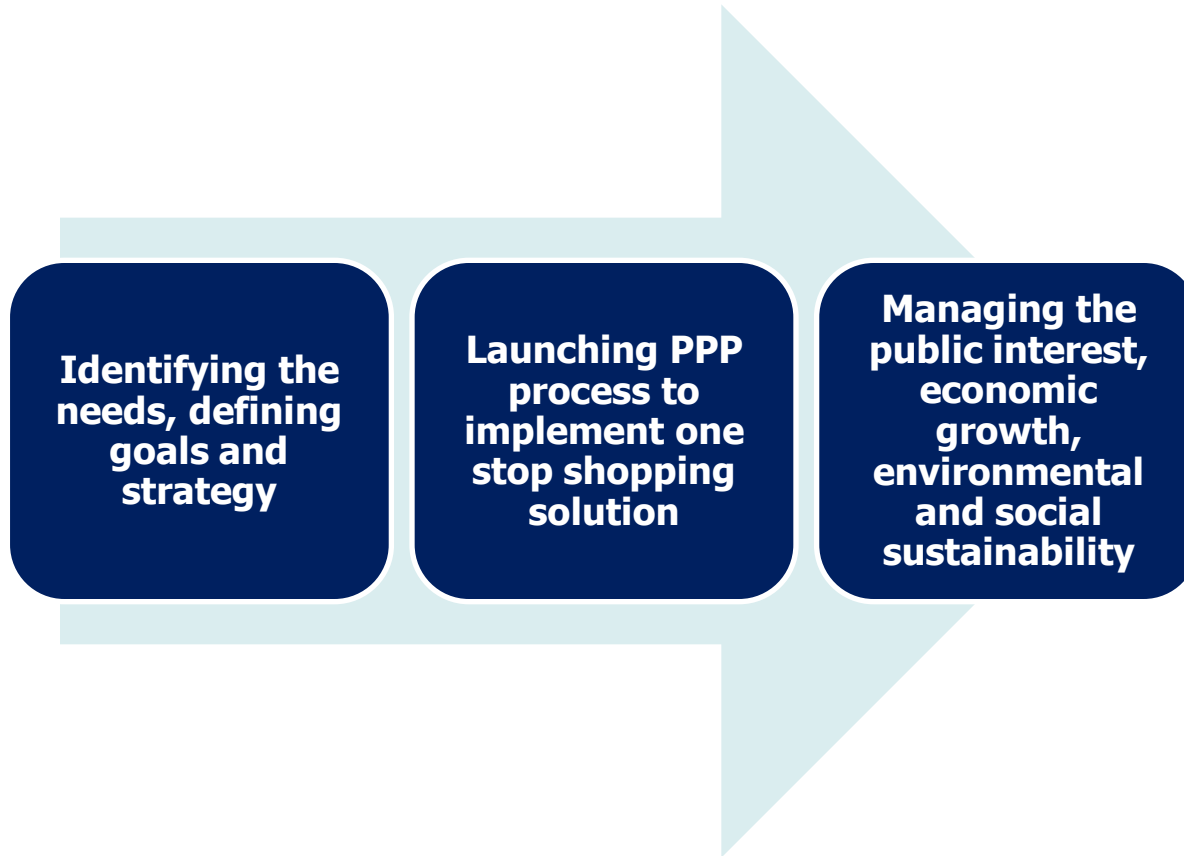


Identifying the needs and defining the goals





Labyrinth process of satisfying the public interest



Transforming Quality of Life into a rational and measurable process

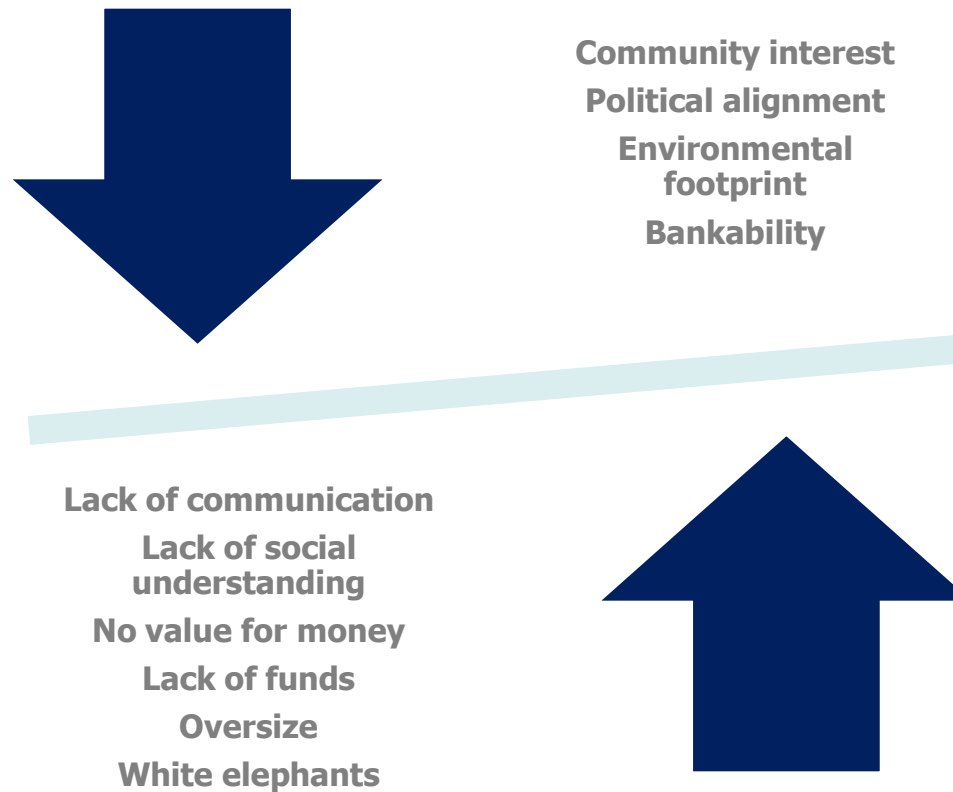
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**Vision > Goals > Strategy > Communication > People Planet & Profit evidence**

1 - Sustainable Development > Life Cycle > PPP

2 - PPP the “secret weapon” for infrastructure development

3 - Pit falls on PPP's

**4 → Why sustainable development is vital for PPP success**

5 - Why AG on PPP solutions



People Planet & Profit to guaranty success on PPP's

1 - Sustainable Development > Life Cycle > PPP

2 - PPP the “secret weapon” for infrastructure development

3 - Pit falls on PPP's

4 - Why sustainable development is vital for PPP success

**5 → Why AG on PPP solutions**

## Our experience on PPP's (explicit & implicit) counts with:

Energy & Power	>	21 GW of production existing and under construction 493 km of transmission and distribution
Environment	>	199 water treatment plants 227 waste water 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 (on going)
Municipalities	>	interacting daily with 1.149 municipalities



1. We have done it!
2. We have the integrated vision and the “glocal” approach...
3. We transformed  
  
infrastructure sustainable development  
  
into  
  
our core business and way of life

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# Background



## EXPERIENCE

- Over 60 years of experience
- 650 projects completed in 38 countries
- 175,000+ workforce

## CAPACITY

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



## INTERNATIONAL PRESENCE

- America
- Europe
- Africa
- Middle East & Asia

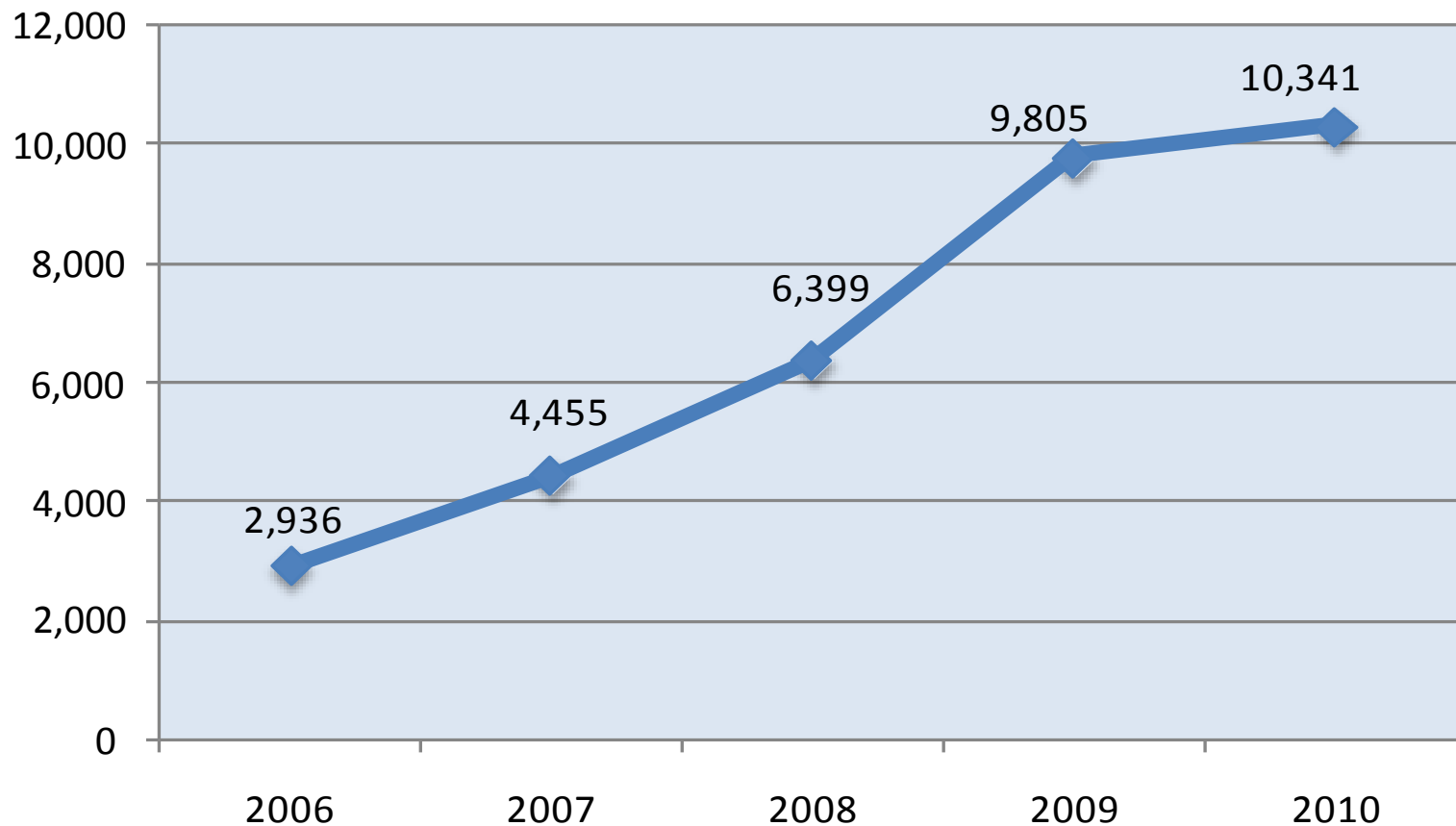
## FINANCIAL STRENGTH

- Turnover: US\$ 10.3 billion in 2010
- EBITDA: US\$ 1,943 billion

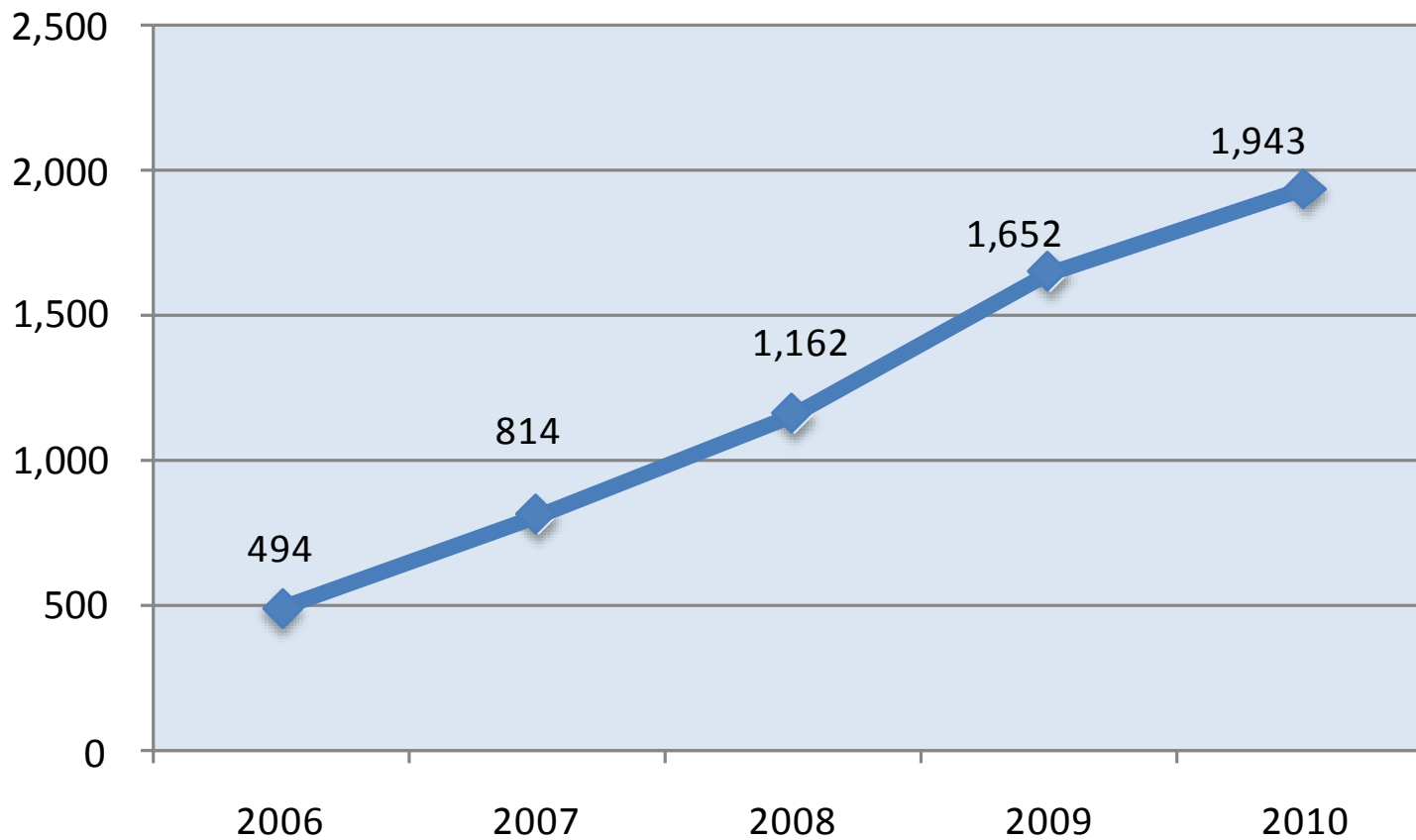
# International Presence



## AG GROUP (Construction, Concessions and Telecommunications)



## AG GROUP EBITDA



CULTURA  
**AG**ENTE

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	40,317
Concessions	22,306
Telecommunications	112,910
Total	175,533

# Experience

## 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





# Experience



## **SUBWAYS**

Projects: 25  
Total extension: 90.82km  
km



## **POWER GENERATION**

Projects: 36  
Installed capacity: 20,2GW



## **REFINERIES**

Projects: 11



## **RAILWAYS**

Projects: 21  
Total extension: 360km



## **THERMOELECTRIC PLANTS**

Projects: 15  
Installed capacity: 2.6 GW



## **GAS PIPELINES**

Projects: 8  
Total extension: 845 km



## **PORTS**

Projects: 36  
Docks, piers and quays:  
546.000m"



## **BUILDINGS**

Projects: 62  
Built area: 2.600,000 m<sup>2</sup>



## **MINING AND STEEL**

Projects: 12



## **AIRPORTS**

Projects: 17  
Total runway extension:  
1.282,000 m<sup>2</sup>



## **IRRIGATION**

Projects: 21  
Canals: 548 km



## **SHIPYARDS**

Projects: 1



## **ROADS, BRIDGES AND VIADUCTS**

Projects: 313  
Total extension: 16.900 km



## **SANITATION**

Projects: 73  
Construction and rectification  
of canals: 170 km



# CONCESSIONS (PPP's, BOTS's, DBFO's)

## 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  
3.1 millions passengers in 2010



New Quito International Airport, Ecuador  
to be concluded in 2012  
concession: 35 years



# CONCESSIONS (PPP's, BOTS's, DBFO's)

## 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

**3<sup>rd</sup> 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**

# CONCESSIONS (PPP's, BOTS's, DBFO's)

## ENVIRONMENT

Covering	344	municipalities
Supplying	9.27	million citizens
Operating	199	water treatment plants
Operating	227	waste water treatment plants



Water supply and sewage management in the Port of Santos





- ✓ **Population:** 190 million
- ✓ **Landlines:** 42 million lines
- ✓ **Mobile phones:** 203 million clients
- ✓ **Optical Fibre Network** 1,062 km



## contax

- ✓ **Largest contact centre company in Brazil**
- ✓ **84 corporate clients**
- ✓ **32 contact centers**
- ✓ **86,000 employees**





## Featured Projects





# Energy - Belo Monte Hydroelectric Complex



**11,233 MW**  
Installed capacity

**4 million m<sup>3</sup>**  
of concrete

**240 million m<sup>3</sup>**  
of earth works

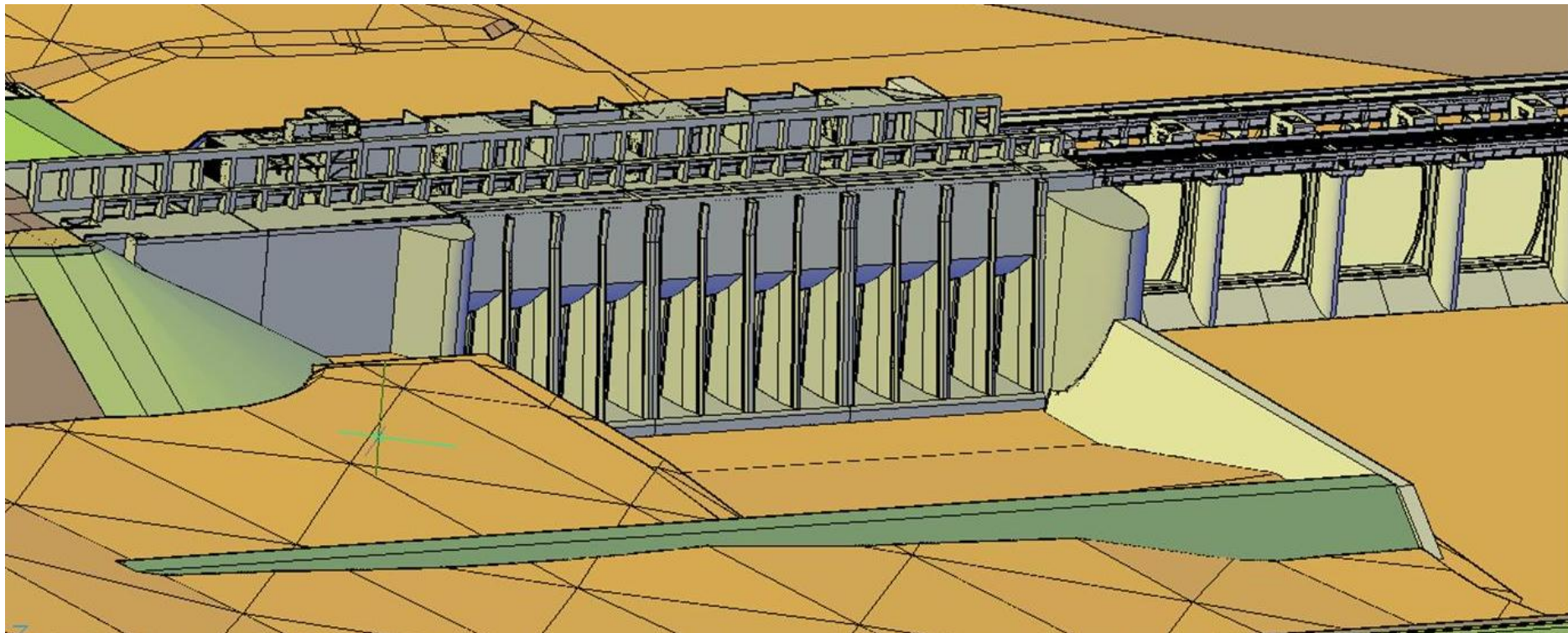
**Client:** Norte Energia S.A. - **Brazil**

Contract value: US\$ 17,640,906,387

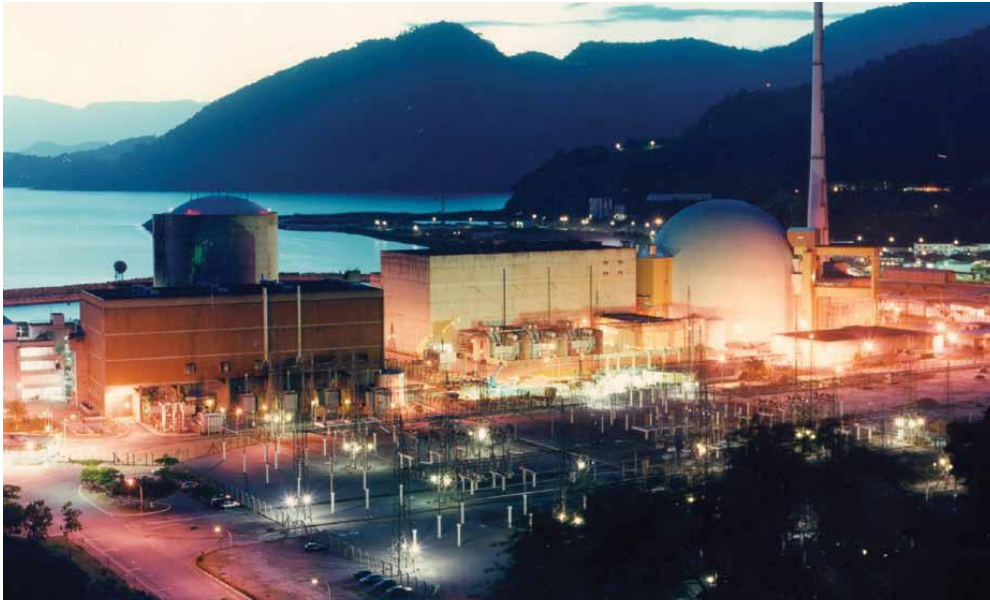
Feb 2011 – Jan 2019

**3rd BIGGEST HYDRO POWER PLANT  
IN THE WORLD**

***ENTERPRISE LED BY ANDRADE GUTIERREZ (18% OF THE CONSTRUCTION CONSORTIUM)***



# Energy - Nuclear Power Plants



## ANGRA III

Capacity: 1,350 MW

Client: Eletrobras Eletronuclear S.A.

**Contract Value: US\$ 787,591,755**

Jul 1984 – May 2015

## ANGRA II

Capacity: 1,300 MW

Client: Eletrobras Eletronuclear S.A.

**Contract Value: US\$ 304,542,000**

May 1992 – Mar 2000

Assembly of the electromechanical section, including the laying out of the electric and nuclear networks.





# Energy – Thermal Power Plants

## ➤ Arcelor Mittal Tubarão - Brazil



Client: SOL Coqueria  
Tubarão

Contract Value:  
US\$ 163,782,000

May 2004 - Aug 2007

Generating Capacity:  
200 MW

## ➤ Fortaleza Thermal Power Plant - Brazil



Client: ENPROCON LDA

Contract Value:  
US\$ 36,471,000

Jan 2002 - Jan 2004

Generating Capacity:  
780 MW

## ➤ Norte Fluminense Thermal Power Plant - Brazil



Client: UTE Norte  
Fluminense S/A

Contract Value:  
US\$ 221,773,000

May 1992 - Mar 2000

Generating Capacity:  
780 MW

## ➤ Macaé Merchant Thermal Power Plant - Brazil



Client: El Paso Rio Claro Ltda

Contract Value:  
US\$ 61,823,000

Jan 2002 - Aug 2002

Generating Capacity:  
960 MW



## ➤ Alberto Pasqualini Refinery - Brazil



Client: Alberto  
Pasqualini REFAP SA

Contract value:  
US\$ 164,394,000

Aug 2003 – May 2007

## ➤ Paulinia Refinery - Brazil



Client: Petrobras

Contract Value:  
US\$ 365,524,000

Sep 2009 - Aug 2011

## ➤ Duque de Caxias Refinery - Brazil



Client: Petrobras

Contract value:  
US\$ 50,256,000

Feb 2002 – Aug 2004

## ➤ Coari Manaus Pipeline - Brazil



Client: Petrobras

Contract value:  
US\$ 308,412,000

Oct 2006 - Jul 2009

Main pipeline:  
196.6 km

## ➤ Cargill Sea Terminal - Brazil



Client: Cargill Agricola S/A

Contract Value:  
US\$ 17,800,000  
Jun 1997 - Jul 1998

Docking for ships up to  
60,000 dwt. 6,500 m<sup>2</sup>;  
Loading and unloading of  
bagged and bagged sugar.

## ➤ Container Terminal - Port of Santos - Brazil

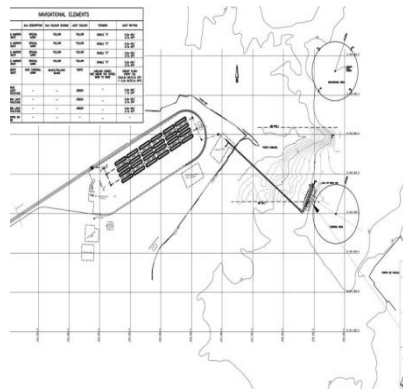


Client: CODESP

Contract Value:  
US\$ 159,975,351  
Mar 1986 - Jan 2000

Quay for docking ships with  
capacity for 50,000 dwt.

## ➤ Nacala Port - Mozambique



Contract Value:  
US\$ 900,000,000

Design, Civil Construction  
and Equipment Erection

## ➤ Rio Colorado Port - Argentina



Contract Value:  
US\$ 546,000,000

Delivery, processing and  
export shippings of  
potassium.



# Roads - Manaus – Porto Velho Road



**874 km**  
of paved road in the  
**Amazon Region**

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**A landmark**  
in road engineering  
in **Brazil**

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**17**  
bridges and viaducts

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**Jul 1968 - Dec 1984**

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**Client:**  
**Departamento**  
**de Estradas de**  
**Rodagem do Estado**  
**do Amazonas**

**Contract value:**  
**US\$ 501,227,000**



# Roads - Bandeirantes Highway



**Anhanguera - Bandeirantes**  
São Paulo

Set 1976 - Feb 1979

Client: DERSA - **Brazil**

Contract Value: US\$ 44,636,000  
100% AG

**78 km of extension**



# Bridges - Transrhumeil Viaduct



3D model of the project

Main viaduct:  
**449 m**

Access viaducts:  
**360m each**

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*Considered by the Algerian  
press to be “The project of  
the Century”*

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Client: Direction des  
Travaux Publics de  
Constantine  
**Algeria**

**Contract Value:**  
**€160,000,000**  
**100% AG**

Under construction



# Bridges - Leziria Bridge



Bridge extension:  
9.7 km

Viaduct North  
1.5 km

Viaduct South  
9.15 km

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***Project includes  
viaducts on the  
margins of the  
River Tagus***

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Client: BRISA  
**Portugal**

Contract value:  
€226,751,097

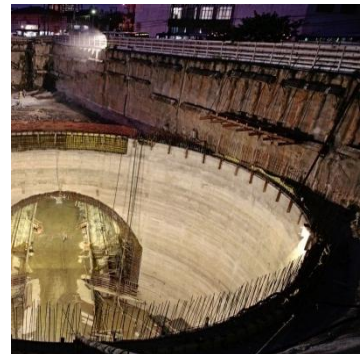
Jul 05 – Jul 07

# Metro & Subways - São Paulo Subway

**From 1971  
to the present**

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Total area of  
**500,000 m<sup>2</sup>**  
in stations and terminals



**Andrade Gutierrez  
has been responsible  
for the construction of  
20% of the  
São Paulo  
subway network**



# Railway - North-South Railway

**Client:** VALEC Engenharia, Construções e Ferrovias - **Brazil**



Lots 3, 13 and 14:  
Jan 08 – Nov 2012

Contract Value:  
US\$ 331,170,626

**1,547 km** of infrastructure and superstructure works

The enterprise is part of a railway integration that will create connections from North to South, representing **5,000 km of railway lines**.



# Airports - Madeira Airport



Extension of the runway to  
**2,781 m**

Construction of a structure of  
reinforced and pre-stressed  
concrete, with a length of **560 m**

**Client:** ANAM – Aeroporto e Navegação  
Aérea da Madeira, S.A.  
**Portugal**

Contract value: €246,809,593

Feb 95 – Nov 99

**Outstanding Structure  
Award** (IABSE - International  
Association for Bridge and  
Structural Engineering) for the  
execution of the Madeira  
Airport extension



# Dam - Boussiaba Dam



## Roller Compacted Concrete Dam

Client: ANBT – Agence Nationale  
des Barrages et Transferts - **Algeria**

Contract value: €24,580,866

Jul 06 – May 09

**Water storage capacity: 120 hm<sup>3</sup>**



# Stadiums - Arena Amazonia Stadium

Capacity:  
76,000 seats

Mar 2010 –  
Jun 2013

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Contract Value:  
US\$ 271,177,364

100% AG



**Client:** SEINF Secretaria de Estado de Infra-Estrutura do Amazonas - **Brazil**



# Stadiums - Maracanã Stadium



Capacity:  
78,000 seats

Oct 2010 – Mar  
2013

**Contract Value:**  
**US\$ 403,193,797**

**21% AG**

**Client:** EMOP Empresa de Obras Públicas do Estado do Rio de Janeiro -**Brazil**

# Contacts - Andrade Gutierrez – Main Offices



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