



Advancement on the National Transport Plan



Ministerio de Transporte
Presidencia de la Nación



ACCESS TO PORTS



ROADS



FREIGHT RAILROAD

WE ARE WORKING TO CHANGE THIS



PORTS AND WATERWAYS



AIR SECTOR



PUBLIC TRANSPORT

We received a country with
lack of infrastructure,
lack of planning,
lack of prioritization,
and scandalous corruption.





VISION

Carrying out the most ambitious Transport Plan in the history of the country, with a federal vision; integrated and intermodal transport that provides conditions of excellence for the mobility of people and goods; reducing transportation times, costs and negative externalities; and fundamentally maximizing safety, comfort and sustainability.

STRATEGIC GOALS



INFRASTRUCTURE

Transforming, developing and modernizing the **infrastructure** for transport in the country, through a **federal strategy**, improving the **connectivity and productivity** of the **regional economies**, especially the ones that have been most left behind.



PRIORITIZATION

Managing in an **efficient** and **sustainable way** the different modes of transport, to contribute to the **economic growth and to reduce the logistic costs**, defending the interests of users. **Prioritizing the sustainable modes of transport** and the individual non-motorized mobility.



SAFETY

Positioning **security as the center of actions** associated with transportation in all its forms and in a transversal way to all the areas of the Ministry.



EMPLOYMENT AND PEOPLE

Strengthening **quality work**, favoring the generation of direct and indirect employment in the execution of works; the creation of new jobs based on the opportunities generated by the development of infrastructure; and **ongoing training to professionalize** and prioritize public and private employment in the field of transportation.



TRANSPARENCY

Eliminating corruption and ensuring transparency in purchases, contracting and control of works, as well as in all acts of government of the Ministry of Transport.

INTERNODAL AND FEDERAL TRANSPORT PLAN

Roads USD 12,000 M

Goal 2019

- Double the amount of highways (2,800 km of new highways)
- 4,000 km of new safe roads.
- 23,000 km under construction

Freight railroad USD 4,200 M

Goal 2035

- x5 tn carried
- 15% modal participation
- 3,500 km of new tracks for BCYL (public freight company)

Urban mobility USD 9,500 M

Goal 2025

- 15 Metrobuses
- USD 14,000 M investment in metropolitan trains
- x3 train passengers

Ports and waterways USD 4,760 M

- Infrastructure works
- Port accesses
- Paraná/Paraguay waterway
- Enhancement in competitiveness, through cost reductions

Air transport USD 2,810 M

Goal 2019

- Double the amount of domestic passengers
- 19 airports renovated
- 55 new connections with no transfer in Bs. As.

USD 33,270 M
INVESTMENT 2016 - 2019

FEDERAL ROAD PLAN



RN 36 Perilago Bridge - Córdoba



Third Bridge - Neuquén



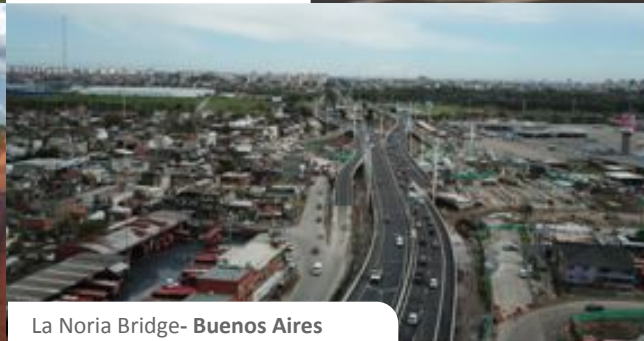
Au. RN 36 - Córdoba



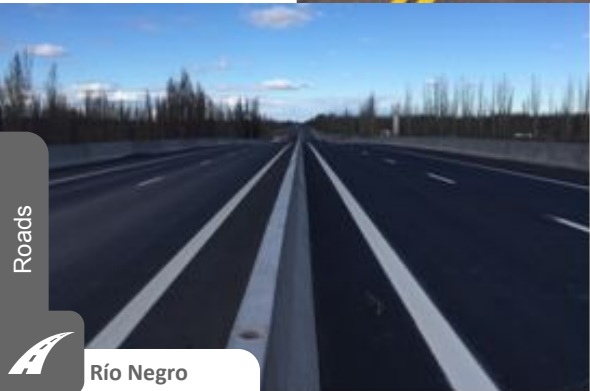
RN 150 - San Juan



RN 101 - Misiones



La Noria Bridge- Buenos Aires



Río Negro



RN 51 - Salta



RN 9 - Jujuy



FEDERAL ROAD PLAN

Kilometers of works	TDR to develop	Projects for future tender	Developing projects	In tender process	Contracted not yet started	Under works	Finished	Total	For tender 2017	For tender 2018-2019
Highway	631	354	1,124	232	161	1,198	265	3,964	1,347	531
Special works	457	0	61	0	0	27	17	562	34	420
Safe road	6,710	0	841	0	0	0	0	7,550	2,417	2,600
Paving	259	45	365	72	164	967	1,222	3,095	390	207
Rehabilitation	7,495	0	1,139	365	3,494	11,044	2,359	25,896	1,182	221
Subtotal 1	15,551	399	3,530	669	3,819	13,237	3,863	41,067	5,350	3,979
Bridges	6	0	0	1	7	5	13	32	1	0
Safety works	63	0	9	6	8	322	1,075	1,482	14	1
Other works	2	0	4	0	11	68	458	543	4	0
Maintenance	8,901	0	160	1,658	296	3,926	21,610	36,550	2,938	4
Subtotal 2	8,972	0	172	1,665	322	4,321	23,155	38,608	2,957	5
Total	24,523	399	3,702	2,334	4,141	17,558	27,018	79,675	8,307	3,984

+ 1,484 km of highways

+ 15,621 km of paving and repaving

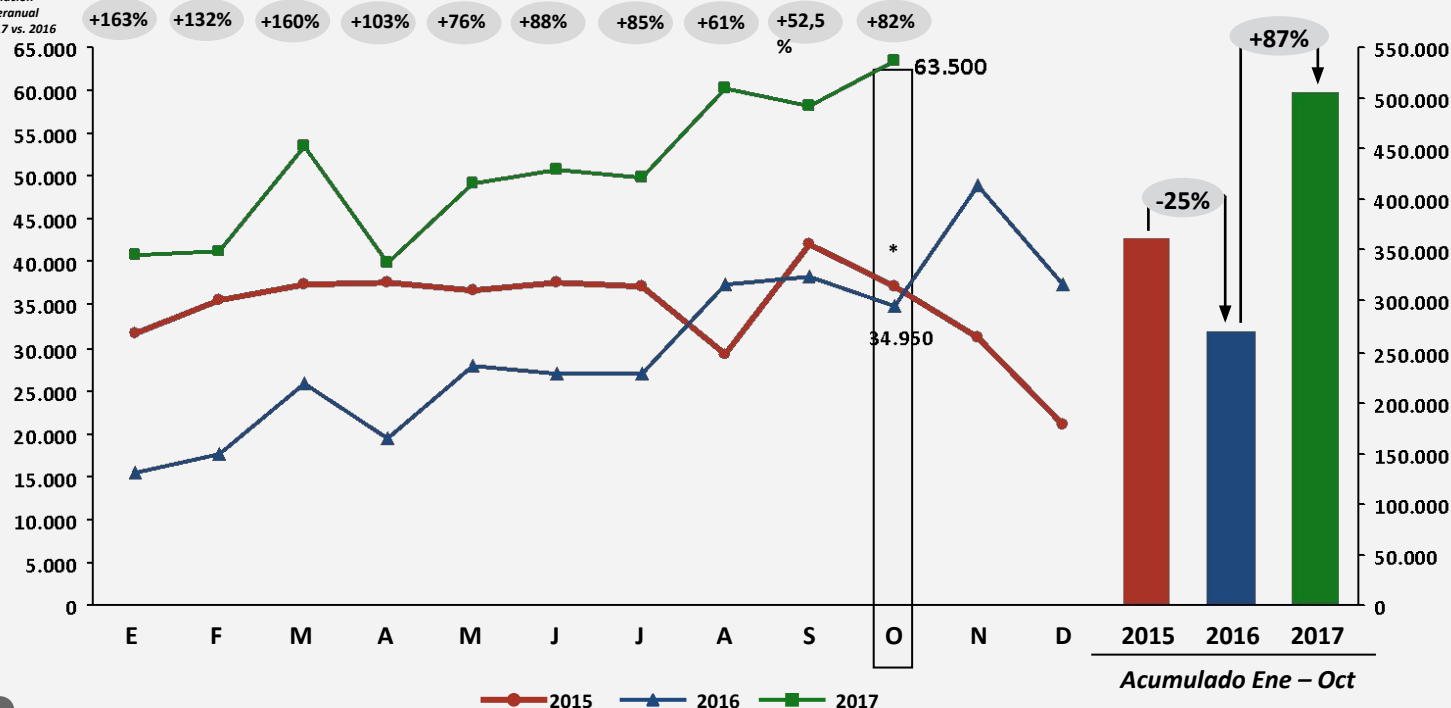


WORK SECTOR BOOM: RECORD OF PAVEMENT, CEMENT AND EMPLOYMENT



OCTOBER 2017: 63,500 TN
HISTORICAL RECORD

Variación
Interanual
2017 vs. 2016



Record of aggregates production:
2017 vs 2016 → +30%



October record month in cement
consumption with 1.16 M Tn



Sector employment
+ 13.3% 2016 vs 2017



Asphalt plants

- 2013/15: average 4 plants per year
- 2016: 32 plants
- 2017: 55 plants



PPP: ROAD SECTOR

3 stages

First public-private partnership project launched in Argentina

More than **7,300 km to be built**

13 corridors and 2 bridges

Total investment: USD 16,477 M

Contractual term: 15 years

- 1,610 km highway
- 3,310 km safe roads

CURRENT NETWORK UNDER CONCESSION

10,000 km granted

12% highway

6% semi-highway

82% bidirectional road

PUBLIC-PRIVATE PARTNERSHIP SYSTEM

1,600 km under concession

54% highway

4% semi-highway

42% safe roads

0% bidirectional road



Stages 1, 2 & 3



PPP- ROAD SECTOR

STAGE 1

INVESTMENT: USD 8,058 M

USD 6,035 M

(construction)



USD 2,023 M

(operation & maintenance)

PPP	Roads	Length (km)
A	RN N° 3 and 226	707
B	RN N° 5	539
E	RN N° AU9, 193, 34 and 19	433
F	RN N° AU9, 9 and 33	666
Sur	Corredor Sur (Ac. Riccheri, RN3 and RN205)	299
C	RN N° 7	914
TOTAL		3,560

810 km highway

1,494 km safe roads

NOV 2017

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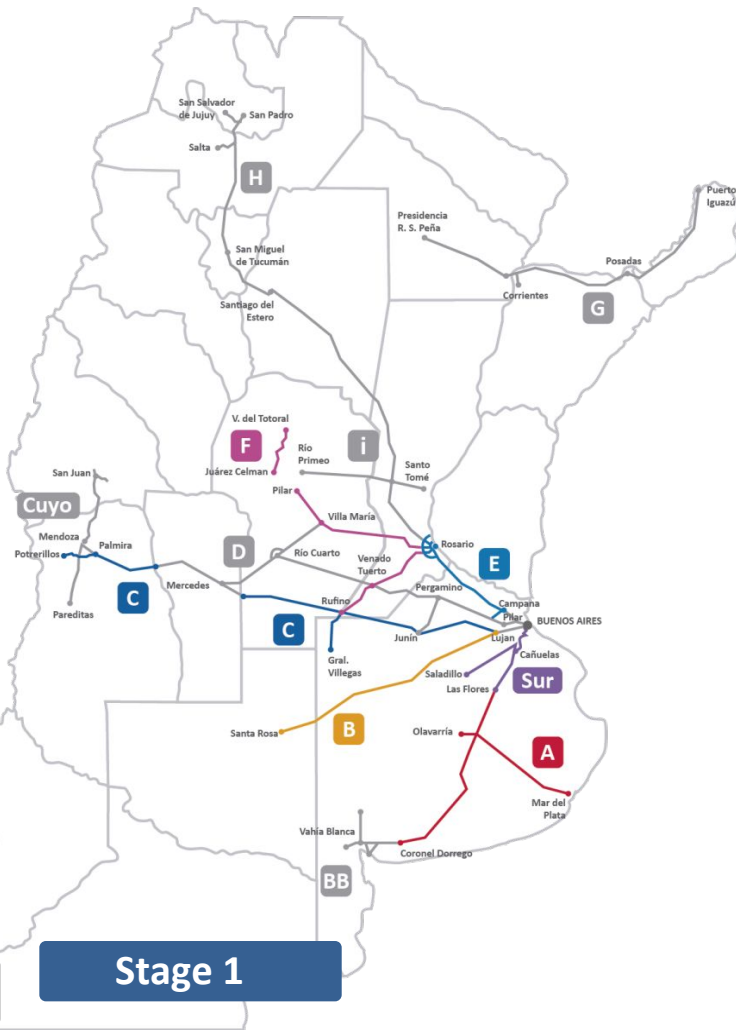
ABR 2018

TAKING
POSSESSION



DIC 2017

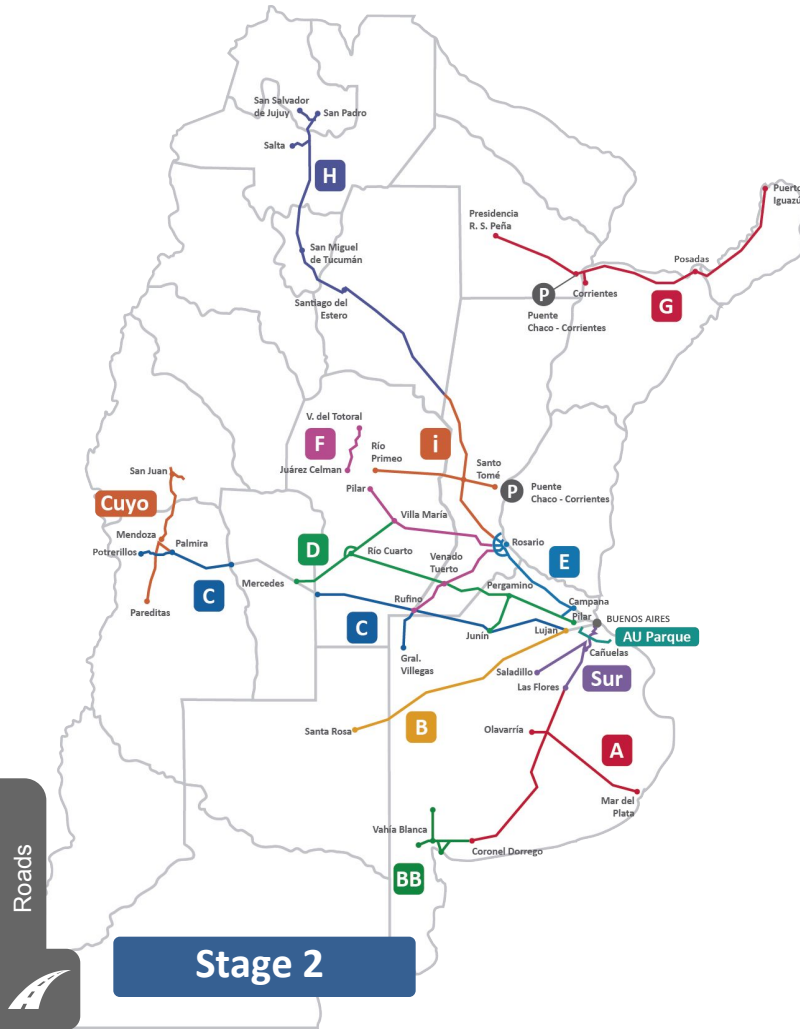
CALL FOR TENDERS



Stage 1

PPP - ROAD SECTOR

STAGE 2



PPP	Length (km)
D	717
G	622
H	594
I	308
BB	171
Cuyo	154

2,566

750 km highway
1,816 km safe roads



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2018

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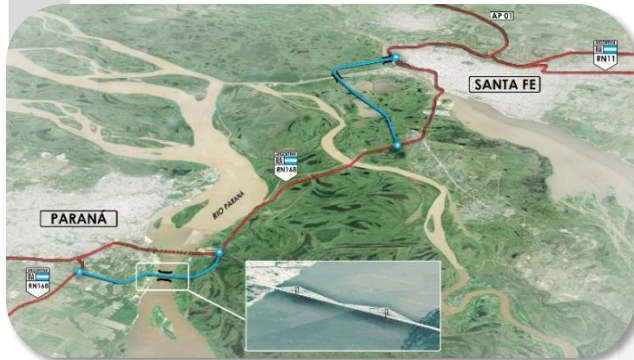


SANTA FE – PARANÁ BRIDGE



USD 1,100 M
Investment

- Currently in pre-project development
- Public tender planned for the fourth quarter 2017
- 4.5 km in longitude, 50 m height
- Access lanes from road 168 & connectivity with roads



Stage 3



CORRIENTES – RESISTENCIA BRIDGE



USD 750 M
Investment

- Executive project contracted with UTE Consulbaires-Consular-IATASA
- Public tender planned for the fourth quarter 2017
- 3.5 km in longitude and 30 meters in height
- Access lanes from roads RN 11 & RN 12



JUN 2018
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TAKING
POSSESSION

2018

MAY

JUN

JUL

AGO

SEP

OCT

NOV

DIC

2019

ENE

FEB

MAR



AGUA NEGRA TUNNEL

Bidding process



USD 1,500 M
Investment

INTERNATIONAL CONNECTIONS

- It will go through the Andes Mountain linking the province of San Juan (Argentina) and Coquimbo Region (Chile)
- Two independent tunnels 14 km long at 4,080 m above sea level
- Main advantages
 - Developing a logistic corridor from Porto Alegre, Brazil, up to Coquimbo in Chile to strengthen regional economies, offering a straight exit to the Pacific Ocean.
 - Contributing to the diversion of flows in the Cristo Redentor System during seasonal closure due to bad weather conditions.
 - Generating jobs, developing technology and capacity that will strengthen Argentinean road engineering sector. |



CRISTO REDENTOR SYSTEM

3 stages



USD 750 M
Investment

- Main border crossing between Argentina-Chile, with more than 4.5 M tons/year
- Main mountain chain crossing in Latin America. Daily mean transit of 2,100 vehicles (20% of which are trucks)
- First stage approved, the second on the way and the third in study



2030

Improving cargo network:

17,500 km of rehabilitated tracks

- ▶ 6,600 km of renewed tracks
- ▶ 10,900 km heavy maintenance



BELGRANO CARGAS



SAN MARTÍN



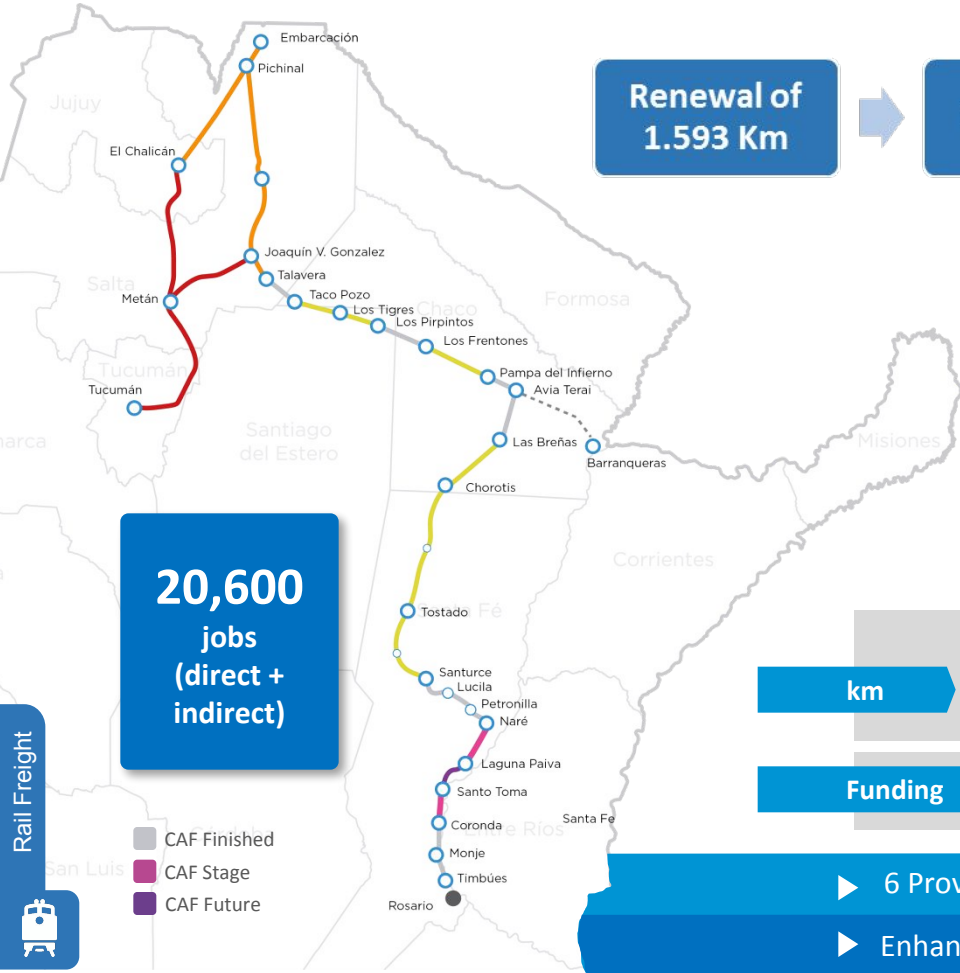
ROCA

15% participation of rail in total cargo

RAIL FREIGHT



RENEWAL OF BELGRANO CARGAS LINE



Renewal of
1.593 Km

38 months

Investment of
USD 2.900 M

Chinese Funding
CMEC + CAF + Tesoro

There are 800 km of tracks under construction
280 km are already finished and 190 km are under heavy and light maintenance

	STAGE I	STAGE II	STAGE III
km	535 km 11 sections	500 km 7 sections	558 km 10 sections
Funding	CMEC	CMEC + CAF	CMEC

► 6 Provinces (Santa Fe, Santiago del Estero, Chaco, Salta, Jujuy, Tucumán)

► Enhances competitiveness for regional economies

RENEWAL OF SAN MARTÍN LINE

Renewal of
1,626 km

39 months

Investment: **USD 2.800 M**
CRCC + Treasure



- 5 Provinces (Buenos Aires, Santa Fe, Córdoba, San Luis and Mendoza)
- Reduction in time
- Renewal of 120 bridges and 400 level crossings
- 1,600 km of signal system

EMPLOYMENT

- The project will generate 26,000 jobs (direct + indirect)
- 72% of local input.

LOGISTIC COSTS

- The cost of transport will decrease by 55%, on average for the 12 M TNs that will be derived from truck to train.
- + 200 M USD/year of savings in logistics.

EXTERNALITIES

- Reduction of road accidents and reduction of GHG emissions.

EFFICIENCY

- Operational costs will be reduced significantly due to the decrease of rolling stock wear and derailments (in 2016 there were 91)



RAIL FREIGHT OPERATION



We work for a competitive BCyL (Public freight company)

First train of 100 wagons operated in Argentina.

August 2017: +19% in carried goods (best month in the last 34 months).



Investment in workshops and rolling stock

BCyL has already incorporated 42 new locomotives.



Rail productivity round tables

Agreements with unions and BCyL to improve productivity.



IMPACT ON THE ECONOMY: more production and private investment in stocking centers and loading facilities



Private investment as a complement of public investment:
USD 112.5 M and 1.5 M Tn added to the network.

Four of these companies are already investing USD 32 M



Pampa del Infierno
Branch C12 **USD 10.8 M**



Charata
Branch C3 **USD 3.3 M**

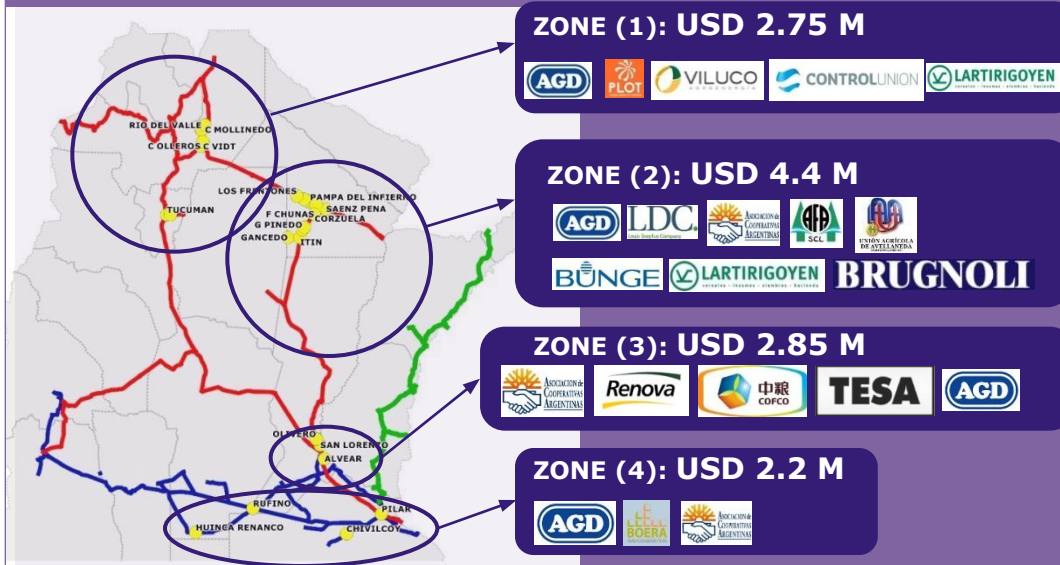


Pampa del Infierno
Branch C12 **USD 8.4 M**



Tucumán
Branch C8 **USD 9 M**

Industrial sidings in progress



IMPACT ON THE ECONOMY:

INCREASE IN PRODUCTION AND NATIONAL WORK



SLEEPERS FOR RAIL RECOVERY

- Cancels purchase of 700,000 railway ties to China (USD 52 M).
- Public and federal tender 1.7 M of railway ties in the country (745 TA + 985 TM) USD 123.5 M.
- **Factories:** Córdoba, Mar del Plata, Dolores, San Pedro, Cardales y Ezeiza.
- **737 created jobs**



STONE BALLAST

- Development of suppliers and survey of new exploitation sites (8 quarries).
- Impact on localities of Santiago del Estero, Salta and Corrientes. Creation of 2.000 jobs.
- 1-6 M tn In the first stage of Belgrano Cargas.
- 80,000 truck trips to transport.



MOVEMENTS OF WORK MATERIALS

By truck::

- 600 truck trips to transport rails.
- 1,150 for carrying railway ties.

In 2016, there arrived at Argentine ports:

- 481 mil Tn of rails.
- 2 M of sets of fixations.



SALE OF SCRAP

- Call for tenders 27,000 Tn.
- Auction 4,000 Tn.
- Stock 500,000 Tn of ferrous and non-ferrous material.
- We seek greater transparency, agility, better prices. In addition, we are reducing security costs and environmental impact.



PPP PROJECT: REHABILITATION OF THE ROCA RAILROAD

Vaca Muerta

Rehabilitation
700 Km

36 months of
works + 12 months of
previous studies

INVESTMENT OF USD 470 M

AMOUNT OF FREIGHT

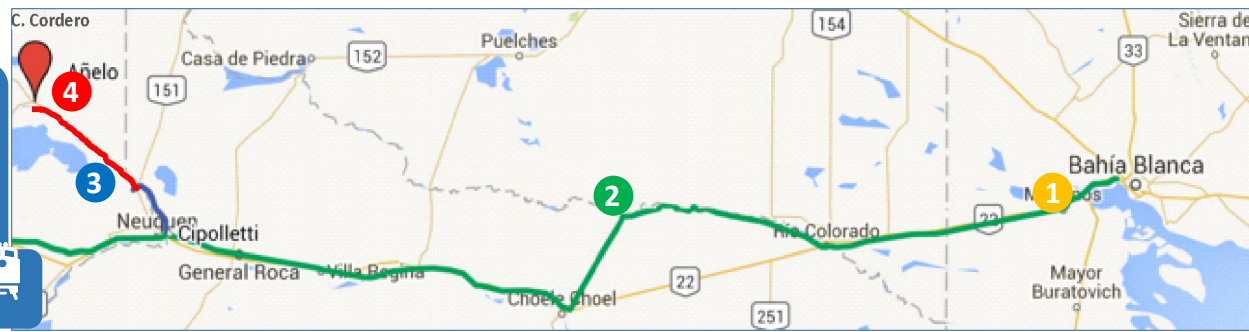
- 2019 1 M Tn
- 2023 4.2 M Tn
- 2028 5.7 M Tn
- The only feasible alternative for such an amount of freight

EXTERNALITIES

- Reduction of transport costs for moving potassium (Vale Project)
- Reduction of road crashes and greenhouse gases emissions

EFFICIENCY

- Optimizing travel time and consequent reduction of operative costs
- Improvement in transport capacity (Tn/axis)



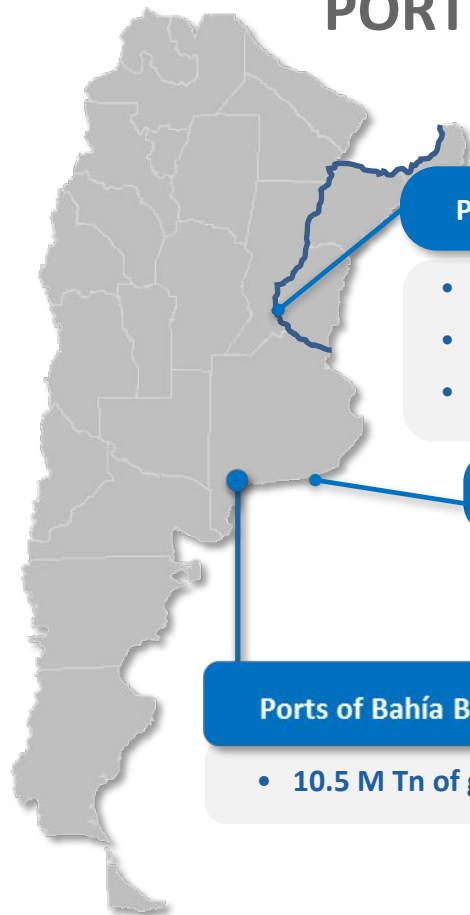
1 Pto. Bahía Blanca 24 Km/ USD 18 M

2 Enhancement/Renewal
B. Blanca-Chipolletti 540 Km/ USD 230 M

3 Renewal Chipolletti-C. Cordero
30 Km / USD 34 M

4 New line C. Cordero – Añelo
85 Km / USD 157 M

PORTS: ARGENTINA HAS ONE OF THE MOST IMPORTANT GRAIN EXPORT NODE OF THE WORLD



Ports of Rosario - Timbúes

- 74 M Tn OF GRAINS AND SUBPRODUCTS
- 25 TERMINALS
- 4,700 TRUCK/DAY

Ports of Quequén

- Historic exports record: it grew 45% compared to 2015, 7.7 M Tn

Ports of Bahía Blanca - Rosales

- 10.5 M Tn of grains and subproducts

Terminal

- Is one of the biggest grain exporter terminal in the World.
- Historic record in 2016 of 12,158 M Tn (50% growth versus 2015).

Renova

- The largest soybean crushing plant in the world
- It will expand the grinding capacity of the soybean plant from 20,000 tn to 35,000 tn (daily)
- Investment: USD 410 M

AGD

- New cereal port
- It is expected to move 6 million tons per year.
- Investment: USD 150 M



OUR PORTS ARE GAINING COMPETITIVENESS



Investment in infrastructure of Ports and Accesses



Developing the Merchant Navy



Competitiveness enhancements for the sector

Public investment of USD 260 M and private investment of USD 2,500 M in Argentine ports





Comodoro Rivadavia

- Interrupted for 5 years
- Restarted in 2016
- Finished on August 31st, 2017



Itá Ibaté

- It will be the first port built by the State in 21 years
- It will carry 450 thousand tons of cargo yearly

OTHER WORKS IN PROGRESS:

- Muelles Storni y Piedra Buena, Puerto Madryn
- Puerto Ushuaia
- Puerto Buenos Aires



Puerto Comodoro Rivadavia



Próxima a iniciar

Puerto Itá Ibaté

ACCESS TO THE PORTS



Rosario

Investment USD 600 M

- Road works and new accesses to Rosario Port (267 km).
- Rail accesses to new ports.
- Reduction of transport and operational costs in ports.



Bahía Blanca

Investment USD 510 M

- Highway construction in the intersection of National Roads 3 and 252 and part of the beltway in road 33
- Three-level distributor over the Cholo Crossing, instead of the current roundabout at ground level



Buenos Aires

Investment USD 800 M

- Construction of “Paseo del Bajo”: access to Buenos Aires Port
- Building 11 km of highway between provincial road 11 and Industrial Park (Tecplata).



ROSARIO



BAHÍA BLANCA

SIMPLIFYING BUREAUCRACY AND REGULATION

REDUCED OPERATIVE COST IN PORTS



We removed the obligation to pay container insurance (10 times higher than the market)



We reduced pregate rate (IVETRA-CTVP) by a 60%



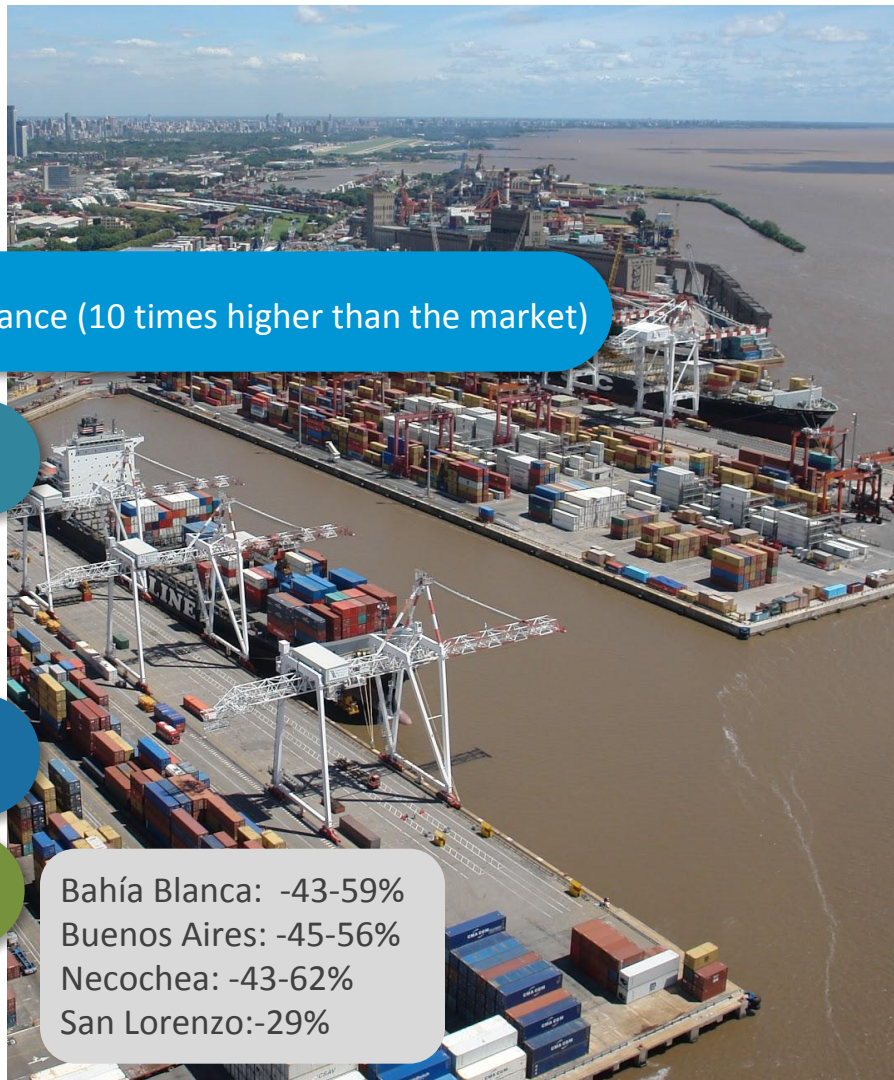
50% reduction of the stowage rate in Rosario



50% reduction of the mooring rate in San Lorenzo



Reduction of tugs due to increased competition



Bahía Blanca: -43-59%
Buenos Aires: -45-56%
Necochea: -43-62%
San Lorenzo: -29%



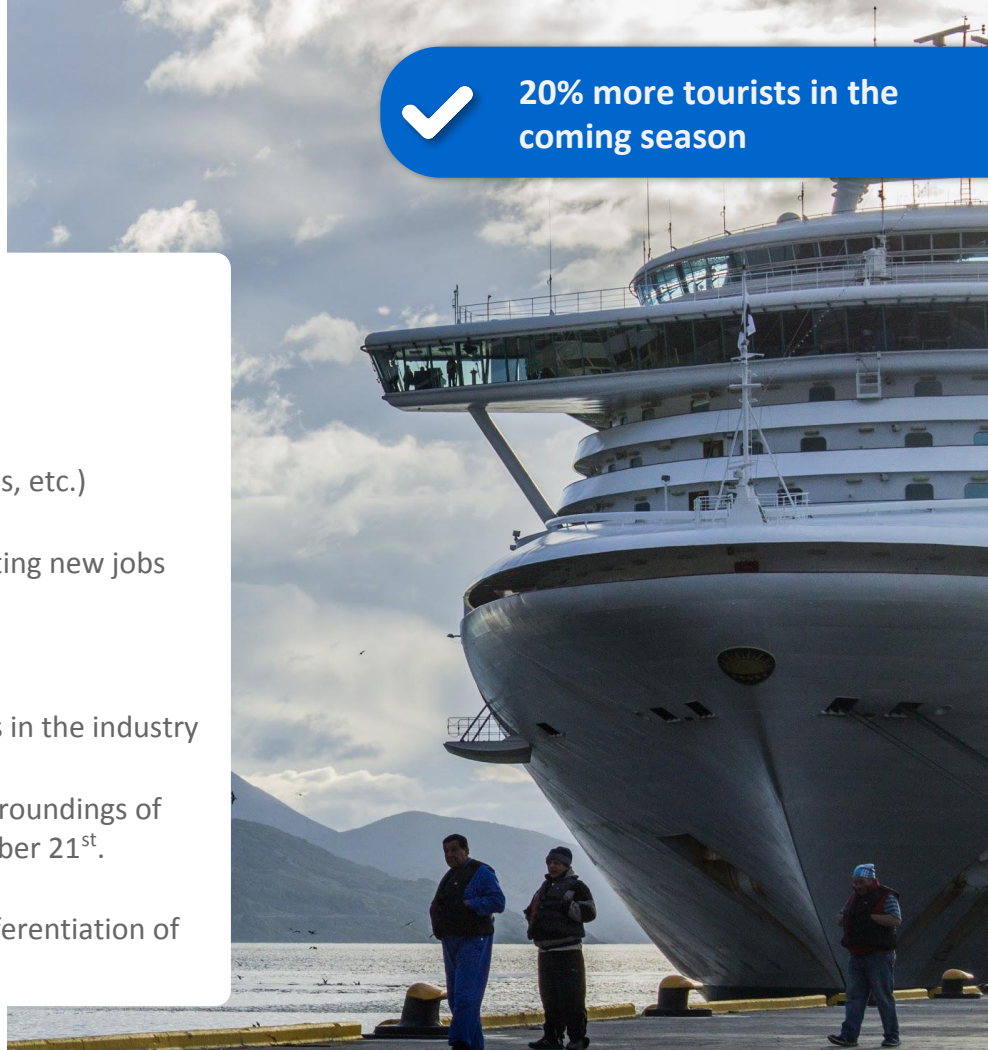
CRUISE SHIPS

Improvements for the Industry

- Migration tax reduction
- Digital permits request
- Operative costs reduction (stowing, towing, nautic services, etc.)
- Inclusion of Argentine crew in voyages of MSC ships, creating new jobs
- Limit of 13 thousand passengers a day
- Establishing round tables gathering different shareholders in the industry
- New services for passengers and improvements in the surroundings of terminal. Mar del Plata will receive cruise ships on December 21st.
- Enhancement of accessibility in Buenos Aires Port and differentiation of cargo loading and passenger areas.



20% more tourists in the coming season



ANTARCTIC CRUISE SHIPS

A New Opportunity for Argentina

- Gathers 90% of Antarctic touristic activity.
- We will enlarge port capacity: we will receive larger cruise ships and larger cargo ships.
- We will reduce costs and make operation faster.
- We will improve passenger experience dividing arrival areas and cargo loading areas.
- Fuel price reduction of 17%.
- Fee per passenger reduction in Ushuaia Port from USD 18 to USD 15 (2018/2019 Season).
- Increase of cruise ships over 13% during 2017/18 season against 2016/17 season .



MODERNIZING BUENOS AIRES' PORT



Launching public tender

Internal terminal

Launching of public tender:
March 2018
Awarding: End of 2018

Cruise ship terminal
2018

External terminal
2020-2024

Investment
USD 500 M

They will be the most
**important container
terminals in the country.**
Altogether, they could move
up to 1.5 million of TEUs



Estimated investment in
internal and external terminal

USD 1,600 M

5 TERMINALS

- Internal cargo terminal
- External cargo terminal
- Cruise ships terminal
- Public terminal
- Fluvial terminal



WE LAUNCHED THE FIRST AIR TRANSPORT PLAN

2019

Duplicate domestic passengers
3 cornerstones



Growth of Aerolíneas Argentinas



Arrival of new companies



Modernizing infrastructure
and airspace redesign.



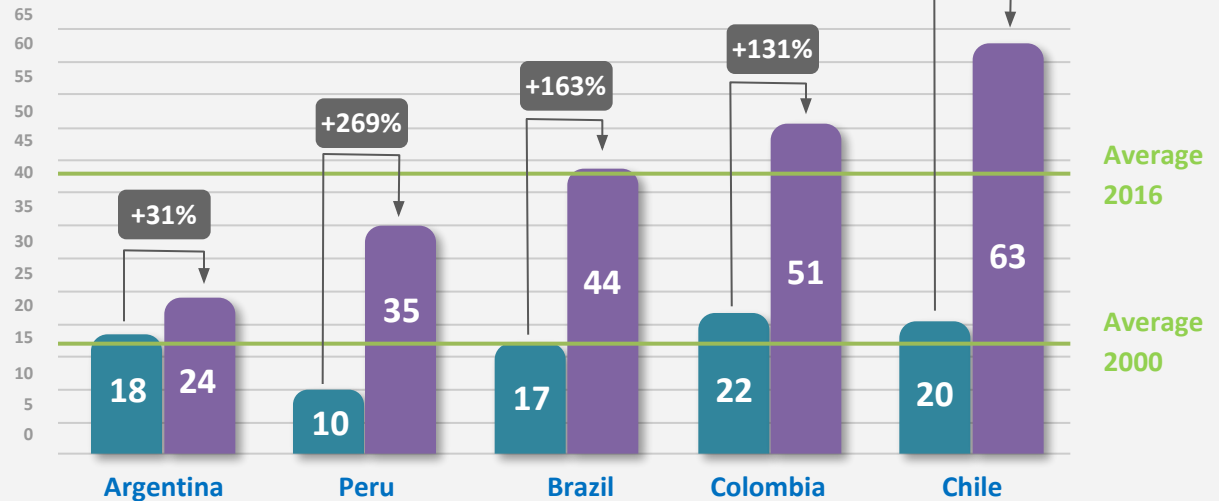
ARGENTINA SHOWS THE LOWEST FIGURES IN THE REGION WHEN IT COMES TO DOMESTIC TRAVELLING

8th largest territory in the world

PAX/Year
per 100 inhabitants

2000

2016

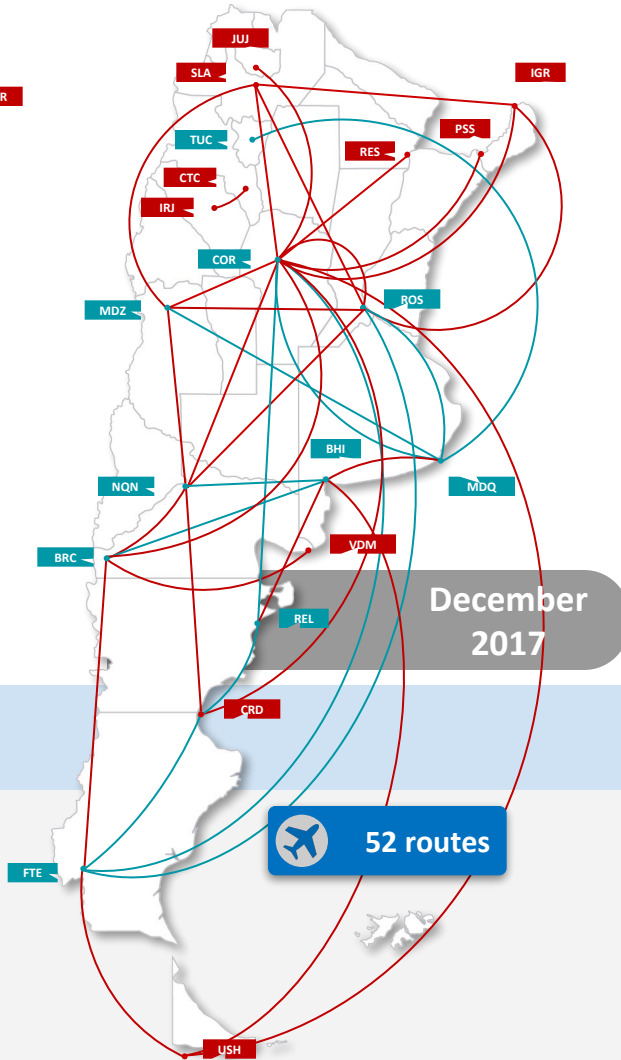
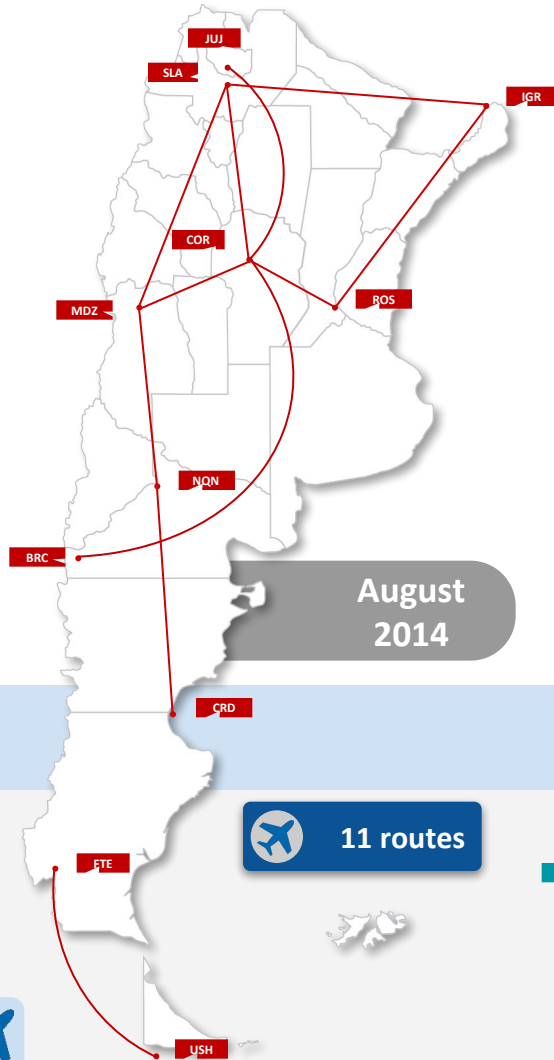


SOURCE: EANA, IATA

Domestic passengers 2015: 10.7 M



INCREASING FEDERAL CONNECTIVITY



AEROLÍNEAS ARGENTINAS



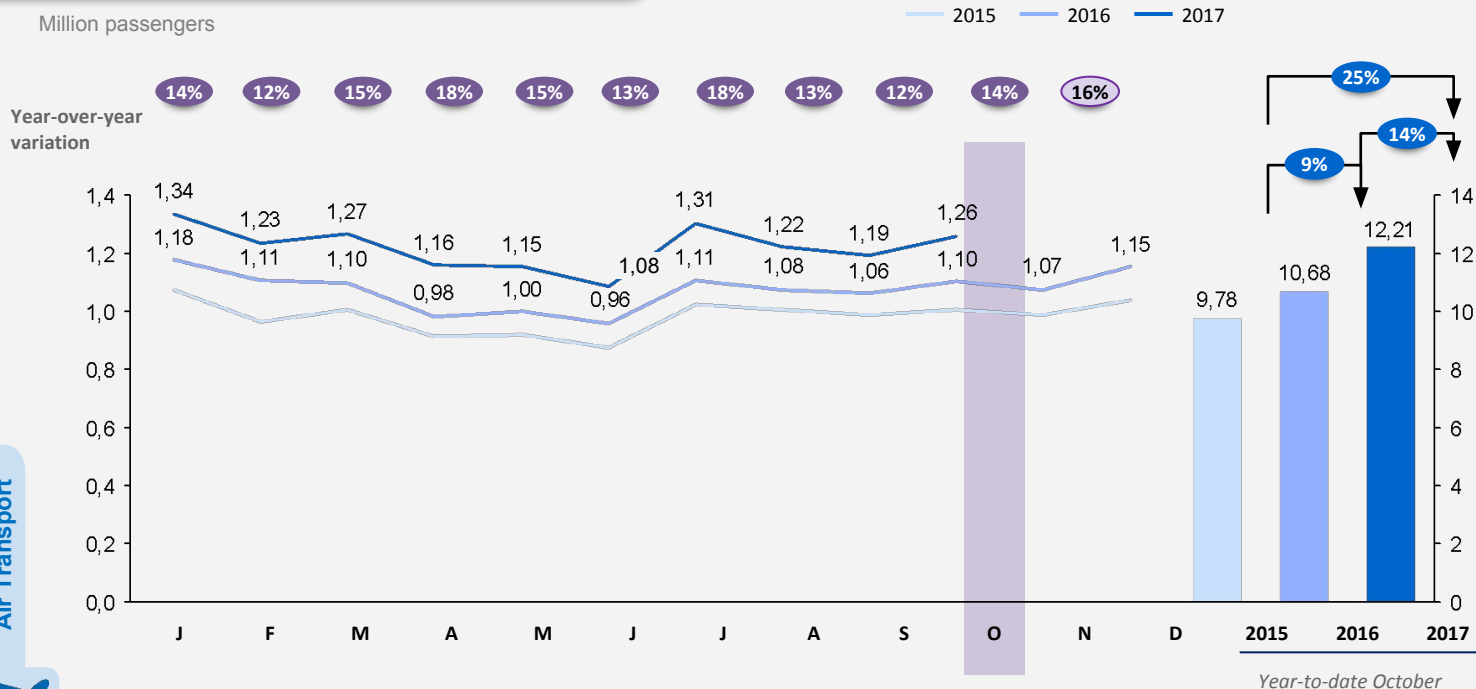
AIR REVOLUTION IS ON ITS WAY

Evolution of international passenger growth

International passengers in October:

+14% vs. 2016 y +25% vs. 2015

Growth of international passengers from provinces 2017 VS 2016: **+65%**



PROVINCES WITH NEW INTERNATIONAL FLIGHTS:

- Neuquen
- San Juan
- Tucuman
- Corrientes
- Río Negro

SOURCE: data from EANA



MODERNIZING AIRPORT INFRASTRUCTURE, INVESTMENT IN NEW TECHNOLOGY AND EQUIPMENT



INVESTMENT 2016 - 2019

USD 1,485 M

USD 1,320 M

Airports



USD 165 M

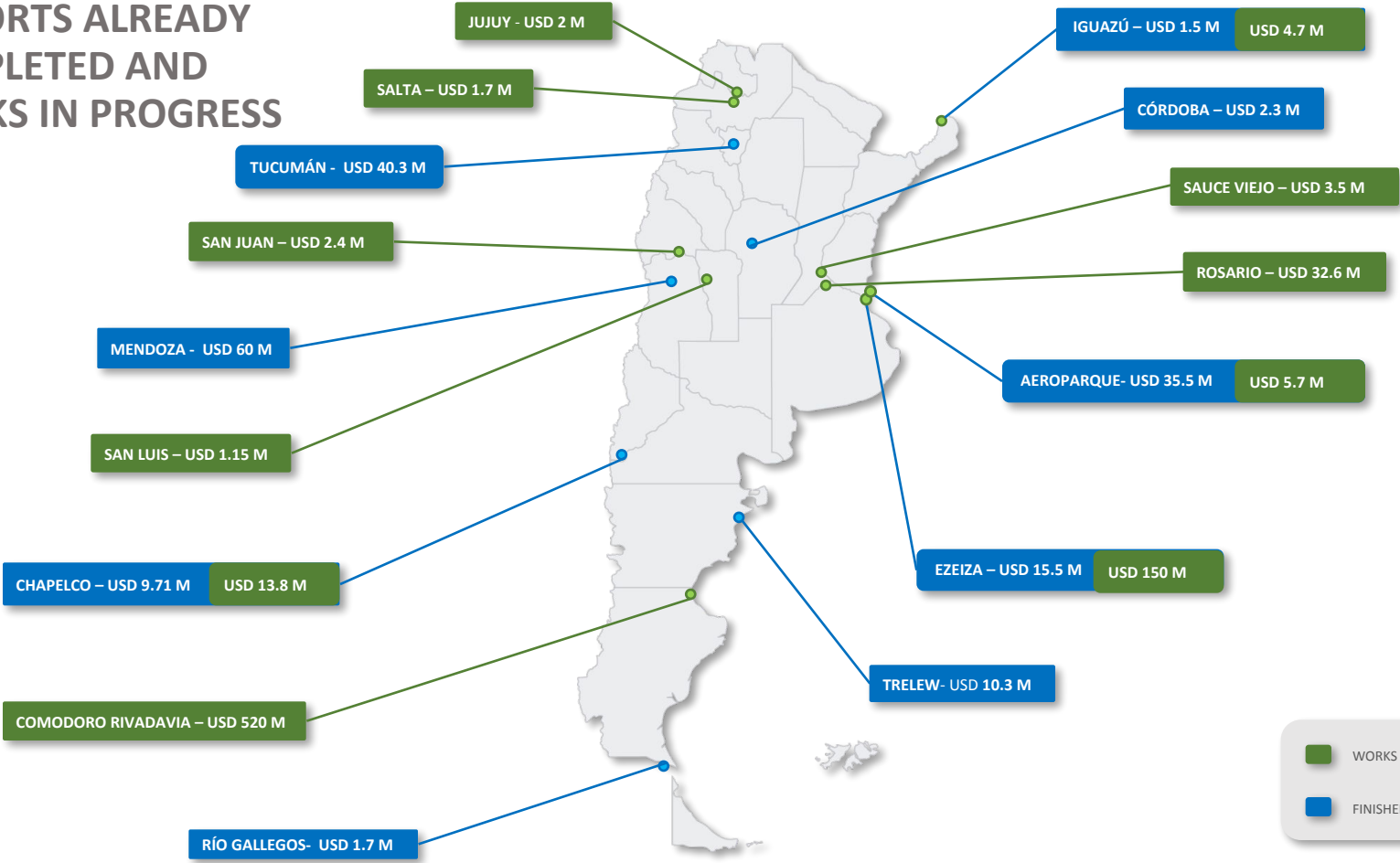
Air navigation

Modernizing infrastructure to ensure safety and enlarge required areas to foster development.

Transforming and modernizing airspace to reach a higher capacity, efficiency and operative safety.



AIRPORTS ALREADY COMPLETED AND WORKS IN PROGRESS



WORKS IN PROGRESS

FINISHED WORKS



New passenger terminal- **Comodoro Rivadavia**



New passenger terminal- **Comodoro Rivadavia**



New runway- **Trelew**



New terminal and runway- **Mendoza**



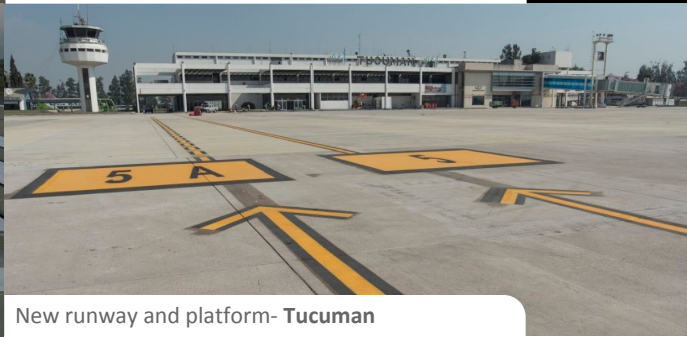
New terminal- **Mendoza**



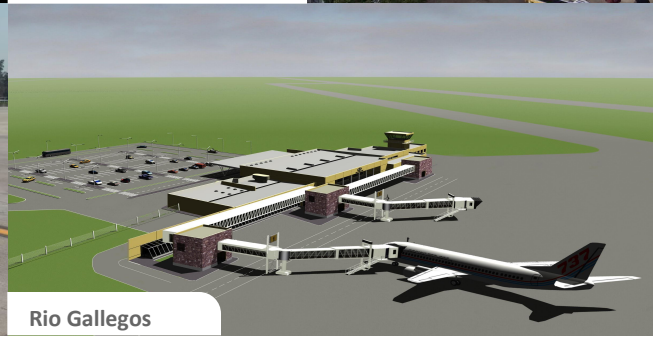
New runway- **Chapelco**



New runway and platform- **Tucuman**



New runway and platform- **Tucuman**



Rio Gallegos



New terminal - **Esquel**



New terminal - **Esquel**



New terminal- **Cordoba**



New parking - **Iguazu**



New Tower - **Iguazu**



New terminal - **Iguazu**



New terminal- **Jujuy**



New terminal - **Jujuy**



New terminal - **San Juan**

AIR CONTROL EQUIPMENT

TOWERS

47 towers in coming years.

2 towers are already finished: Aeroparque & Iguazú

2 under construction: Ezeiza & Comodoro Rivadavia

2 to be built in 2018: Jujuy & San Fernando

COMUNNICATIONS

Working on integral equipment for 33 towers and moving forward standardization.

Renovation of communication and VHF for Area Control Center and Ezeiza Tower.

SURVEILLANCE

Complete modernization of Buenos Aires and technological upgrade of radars in Paraná, Córdoba and Mendoza. Approach services in Aeroparque and Ezeiza

NAVIGATION

Instrumental Landing System for 8 airports and VOR for 14.

AIRSPACE REDESIGN AND PBN

200 new proceedings and a new team of design in-house.

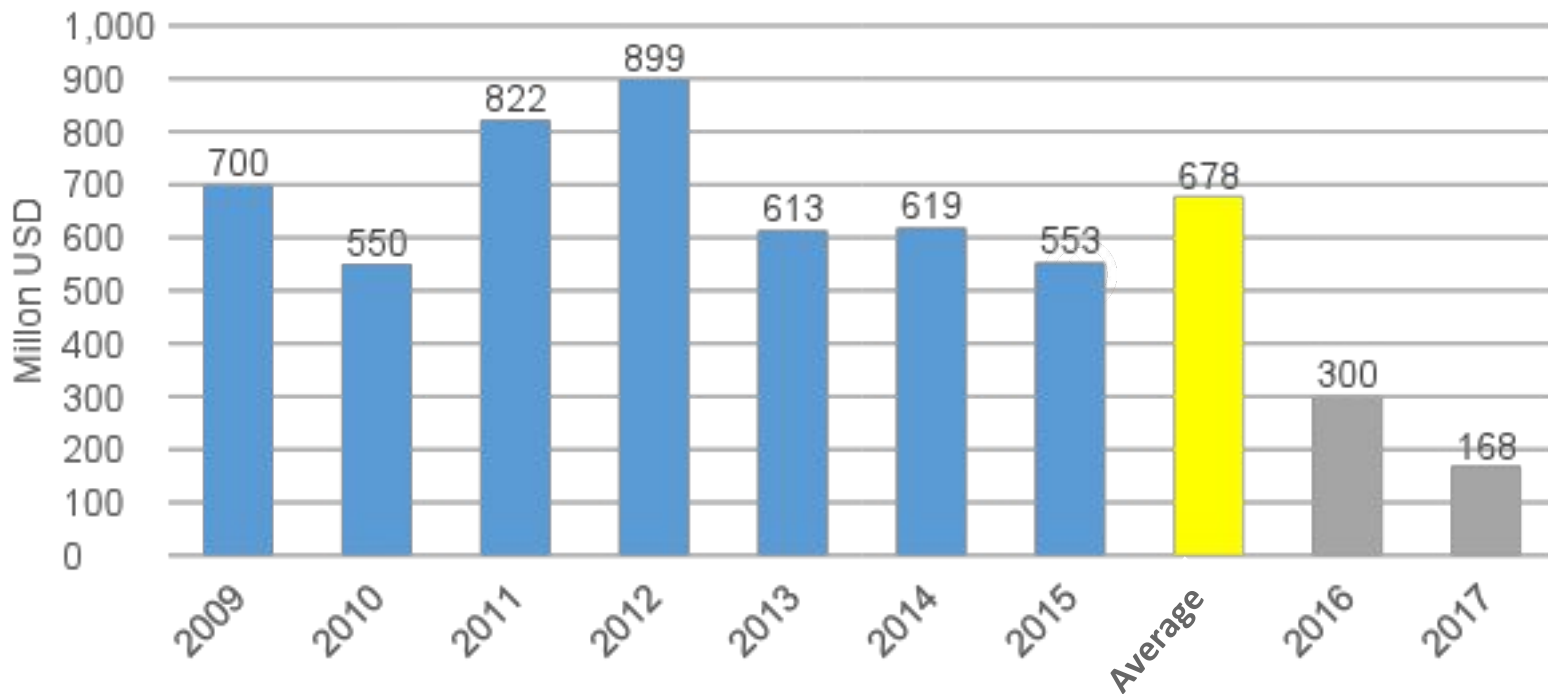
Coming airports: Santa Rosa, Ezeiza, Madryn, Trelew and Mar del Plata.

IGUAZÚ TODAY



USD 1

WE ARE WORKING ON AEROLINEAS ARGENTINAS' SUSTAINABILITY



GROWTH OF AEROLINEAS ARGENTINAS



↑ Passengers Jan/Oct 2017 vs 2016: + 13%

↑ Passengers Jan/Oct 2017 vs 2015: + 21%



Travelling passengers' highest mark on a single day: 43,079 (August 18th, 2017)



Travelling passengers' highest mark in one month: 1.2 M (September 1st, 2017)



41 new routes
(36 do not transfer in Buenos Aires)

- New Cordoba Hub



New fleet: 21 airplanes
incorporated since 2016, 3 arrive
before the end of the year



87% punctuality
2017 vs 2016: + 3 pp

It is the first time that an airplane arrives in Argentina the same year of its release on the market.



GROWTH OF EXISTING AIRLINES AND RECENT ARRIVAL

andes

líneas aéreas

- 7 new routes.
- Adds 3 new airplanes before end of the year, reaching a fleet of 9.
- + 233 % regular passengers in last 2 years
- 4 planes in 2015 and will reach 9 planes by the end of 2017

Avianca



- Investment of 220 M USD
- 11/21 was their first flight Buenos Aires - Rosario and Buenos Aires - Mar del Plata.
- Adds 3 more planes in December, 2 in February and 2 in March.
- 80 new employees



Avianca is the first new company to begin operations in 11 years



NEW AIRLINES STARTING OPERATIONS

Advances due to the past two public hearings celebrated

flybondi

USD 370 M

- **11 destinations**
6 planes by June 2018.
- **Jobs created:** 115 → 200 at the end of the year.
- 1,500 jobs expected in five years.

FLYEST

USD 40 M

- Buenos Aires - Montevideo starts in December 2017.
- It will add Mar del Plata and Sauce Viejo in January 2018.
- It will add 1 airplane in November and another in January.



ALAS DEL SUR LINEAS AEREAS

USD 200 M

- **It starts flying in March from Cordoba to Bariloche.**
- It opens an office in December with 100 employees.
- It will add 1 airplane in December
- **In the course of 2018: 3 new airplanes.**



USD 5,000 M
TOTAL INVESTMENT

norwegian



USD 4,300 M

The highest investment of an airline abroad, in history.

- 1st year estimation of 300 pilots and 800 crew, between 12 and 15 airplanes.
- 2 airplanes flying by May 2018
12 airplanes flying by December 2018



AMERICAN JET

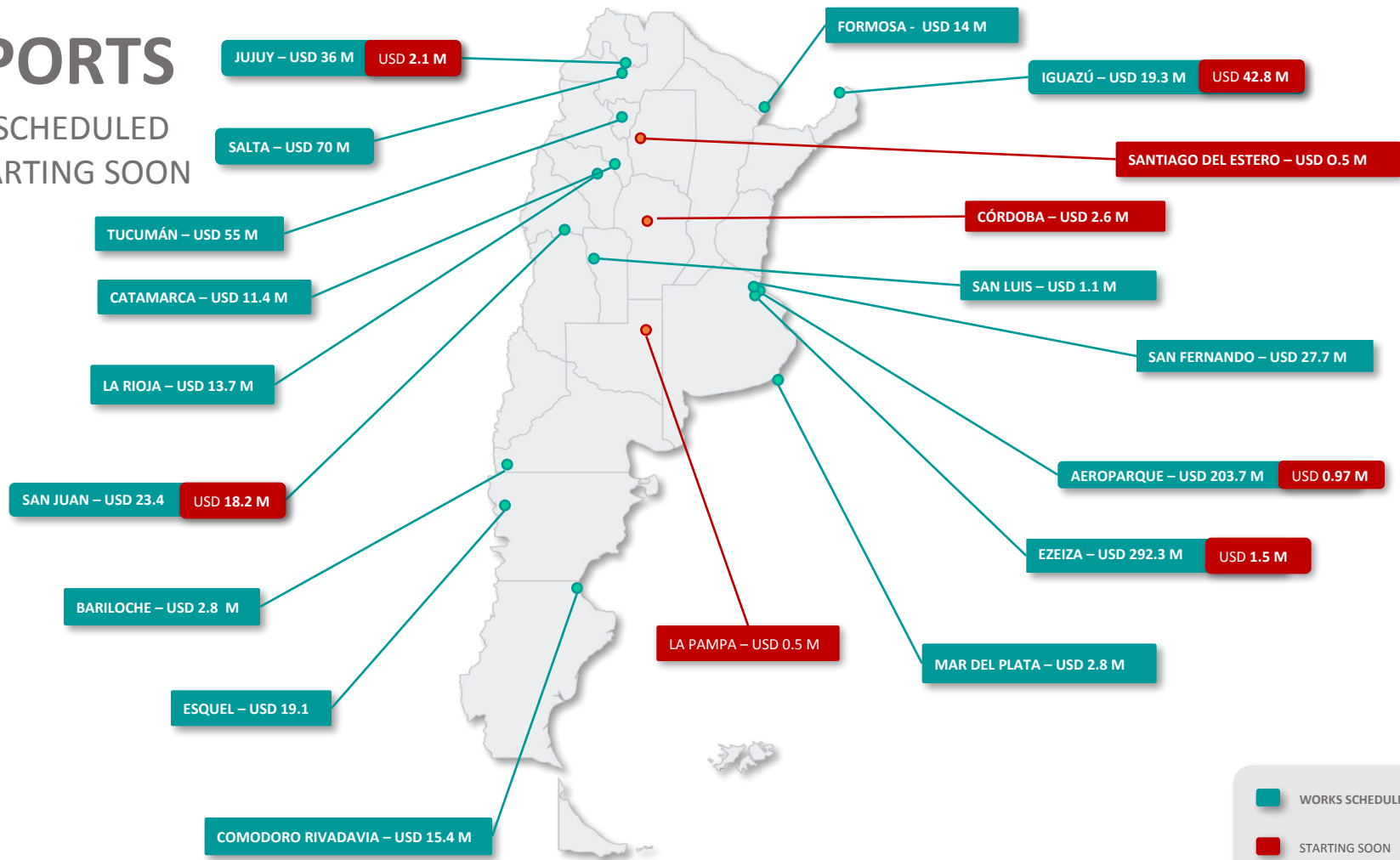
USD 45 M

- December:: Neuquen - Comodoro, Neuquen-Malargue-Mendoza, Neuquen-Temuco (Chile)
- **Expecting 2 new regional jets**
- Currently 90 employees and adding 50 more soon
- By the end of 2018, they will fly 13 routes.



AIRPORTS

WORKS SCHEDULED
AND STARTING SOON



Aeroparque Jorge Newbery Airport

The country's main domestic airport



USD 285 M



COVERED PARKING



Finished

NEW SOUTH PLATFORM

EXTENSION OF CHECK-IN AREA



Under construction

CONTROL TOWER



Finished

NEW NORTH PLATFORM

COASTAL FILLING

NEW INTERNAL STREETS

NEW PASSENGER TERMINAL

Ezeiza Airport

Main entrance gate to the country



USD 630 M

SECONDARY RUNWAY



Finished

NEW CONNECTOR
E/TERMINALS

NEW ARRIVALS TERMINAL

PLATFORM
EXTENSION

NEW MULTI-LEVEL PARKING

NEW DEPARTURES TERMINAL



Under construction

EAST PIER

WEST PIER

DOMESTIC TERMINAL

NEW INTERNAL STREETS



Under construction

NEW CONTROL TOWER

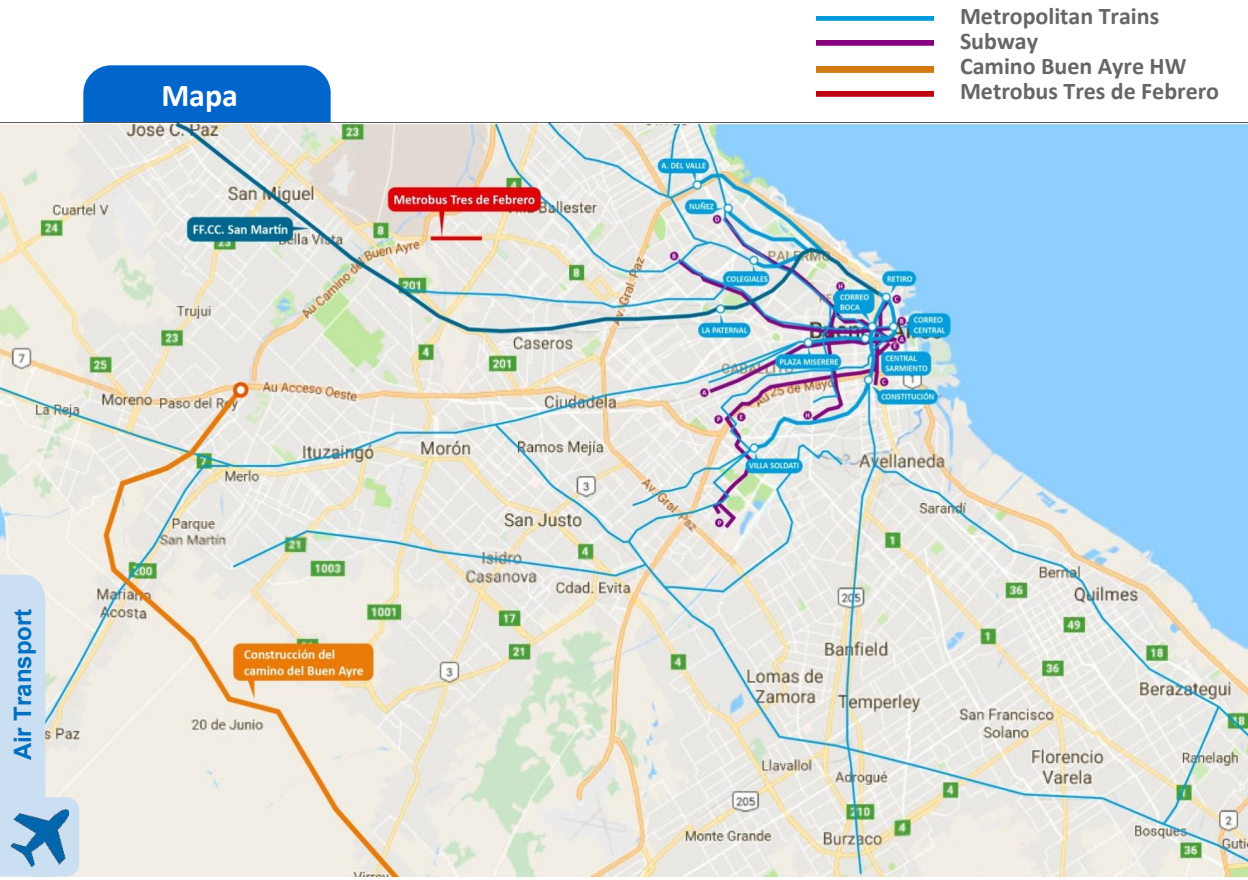


Under construction

Air Transport



FIRST LOW-COST ORIENTED AIRPORT IN BUENOS AIRES: EL PALOMAR



Low-cost oriented

With self-towing operation

Economy services

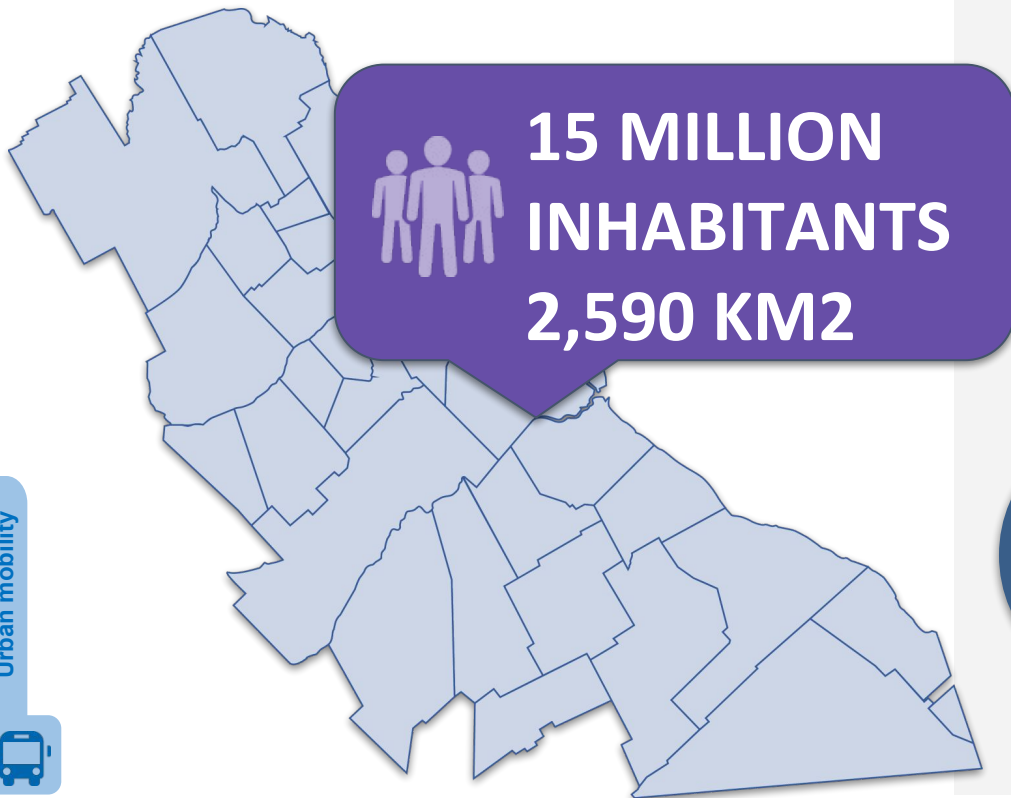
Connected by:

- San Martín Train Line
- New Arroyo Morón Highway

Strategic location from Buenos Aires downtown.

- Palomar: 26 km
- Aeroparque: 8 km
- Ezeiza: 31 km

BUENOS AIRES METROPOLITAN REGION



22,000,000
daily trips

PUBLIC TRANSPORT
49 %



39 %



6 %



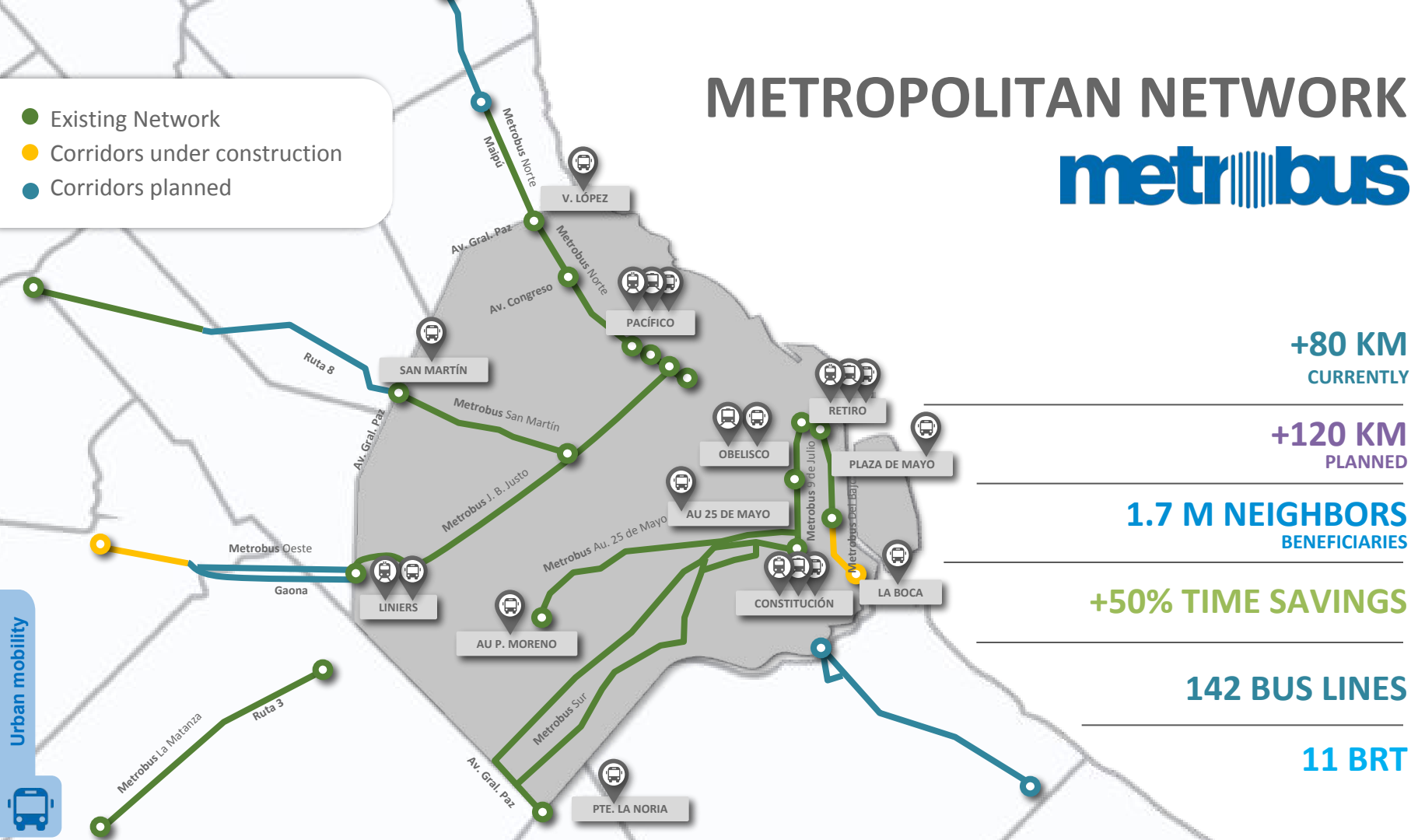
4 %



METROPOLITAN NETWORK

metrbus

- Existing Network
- Corridors under construction
- Corridors planned



+80 KM
CURRENTLY

+120 KM
PLANNED

1.7 M NEIGHBORS
BENEFICIARIES

+50% TIME SAVINGS

142 BUS LINES

11 BRT



metrbus 9 de Julio

BEFORE

AFTER

metrbus Ruta 8

BEFORE

AFTER



BEFORE



AFTER

Safety.
Better lightening

Information

Accessibility and
universal design

More comfort

Road safety: traffic lights,
zebra crossing

Dedicated lanes that organize traffic
and shorten travel time.



BETTER QUALITY OF LIFE

240,000 people use daily **metrbus** La Matanza



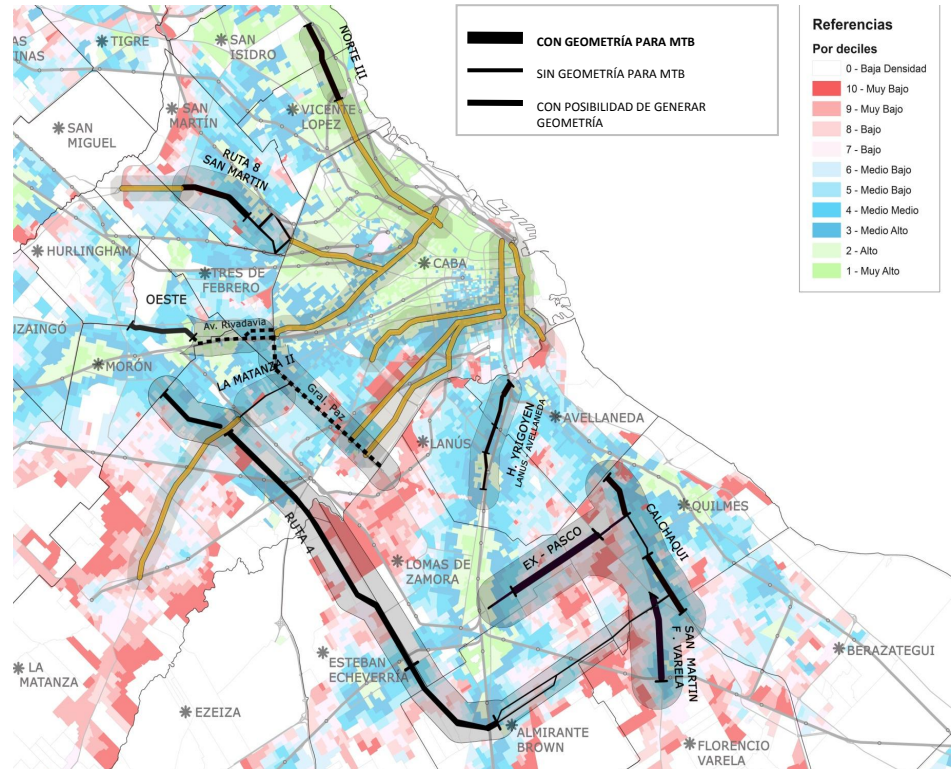


NEW BRT CORRIDORS



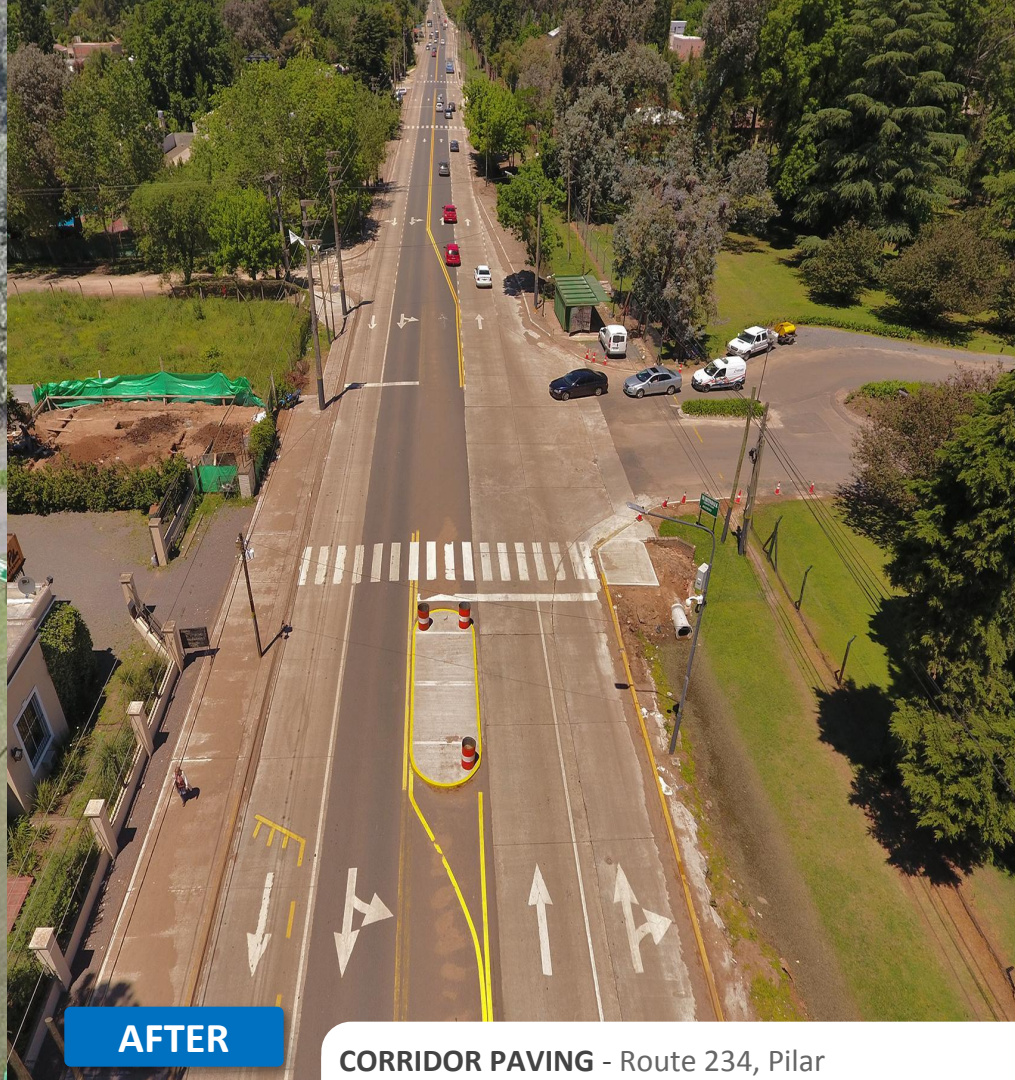
INVESTMENT
USD 260 M

Oeste (ex Gaona)	Morón - La Matanza -Tres de Febrero	3,3
Av. Los Quilmes - Calchaquí	Quilmes – F. Varela - Berazategui	6
Ruta 8 II (conexión MTB San Martín)	San Martín	9,2
RP 4 Camino Cintura	La Matanza – E. Echeverría – L. Zamora – A. Brown – Quilmes – F. Varela	18 -28 - 40
Av. Hipólito Yrigoyen	Lanús - Avellaneda	8
Av. José de San Martín	Florencio Varela - Quilmes	4,5
EX – PASCO RP49	Lomas de Zamora - Quilmes	5,5
Norte II Continuación Maipú	Vicente López – San Isidro	4,8
Gral. Paz	CABA – La Matanza – Tres de Febrero	9,3





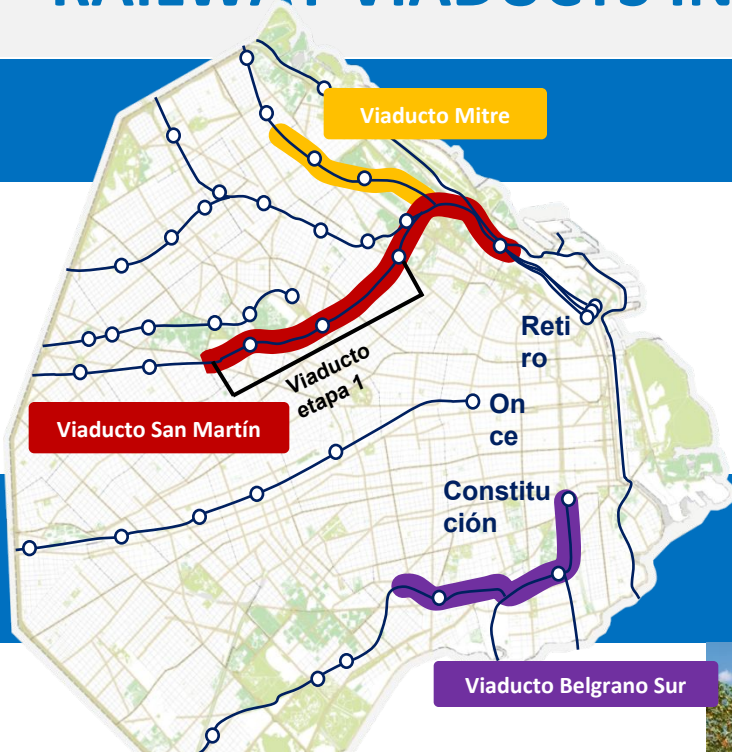
BEFORE



AFTER

CORRIDOR PAVING - Route 234, Pilar

RAILWAY VIADUCTS IN BUENOS AIRES



TOTAL INVESTMENT
385 M USD

MITRE TIGRE | 110 M USD
21 months – September 2019

WORK IN
PROGRESS



SAN MARTÍN | 140 M USD
28 months – July 2019
Work in progress

WORK IN
PROGRESS



BELGRANO SUR | 135 M USD
28 months – October 2018
Work in progress

WORK IN
PROGRESS



ELECTRIFICATION WORKS

Electrification
Roca
250 M USD

FINISHED

Electrification
San Martín
520 M USD

Electrification
Belgrano Sur
480 M USD

Re-electrification
Mitre
783 M USD

Electrification
Belgrano Norte
602 M USD



Electrification Roca line



UNDERGROUNDING OF SARMIENTO LINE



INVESTMENT
USD 3,000 M

- Elimination of 49 level crossings
- 20,000 daily vehicles
- 180,000 daily passengers
- 25% travel time reduction



AUTOMATIC TRAIN STOP (ATS)

Investing in safety



Contract granted to



WORK IN PROGRESS

260 M USD

- **300 million** passengers per year
- **8 railway lines** (Urquiza, Belgrano Norte, Belgrano Sur, Roca, Mitre, San Martín and Sarmiento)
- **1,462 km** of track



ONGOING ROLLING STOCK TENDER – URBAN TRAINS





➤ ONE OF THE BIGGEST ROLLING STOCK TENDERS OF THE YEAR






Detail	Units	Total	2017	2018	2019	2020	2021	2022	2023	2024	2025
Broad Gauge Electric Cars (1676/25Kv, 50Hz)	USD M	1,806	6.24	6.24	41.6	95.68	166.4	182	310.96	540.8	459.08
Numbers of Train	Units	174	0	0	4	8	16	16	26	52	52
Electric Train Maintenance	USD M	45.9					1.8	3.6	9	10.8	20.7
	Units	51	0	0	0	0	2	4	10	12	23

➤ 3 DATA ROOM in January – 12 international companies – 485 inquiries

➤ Financing conditions

➤ Lead time

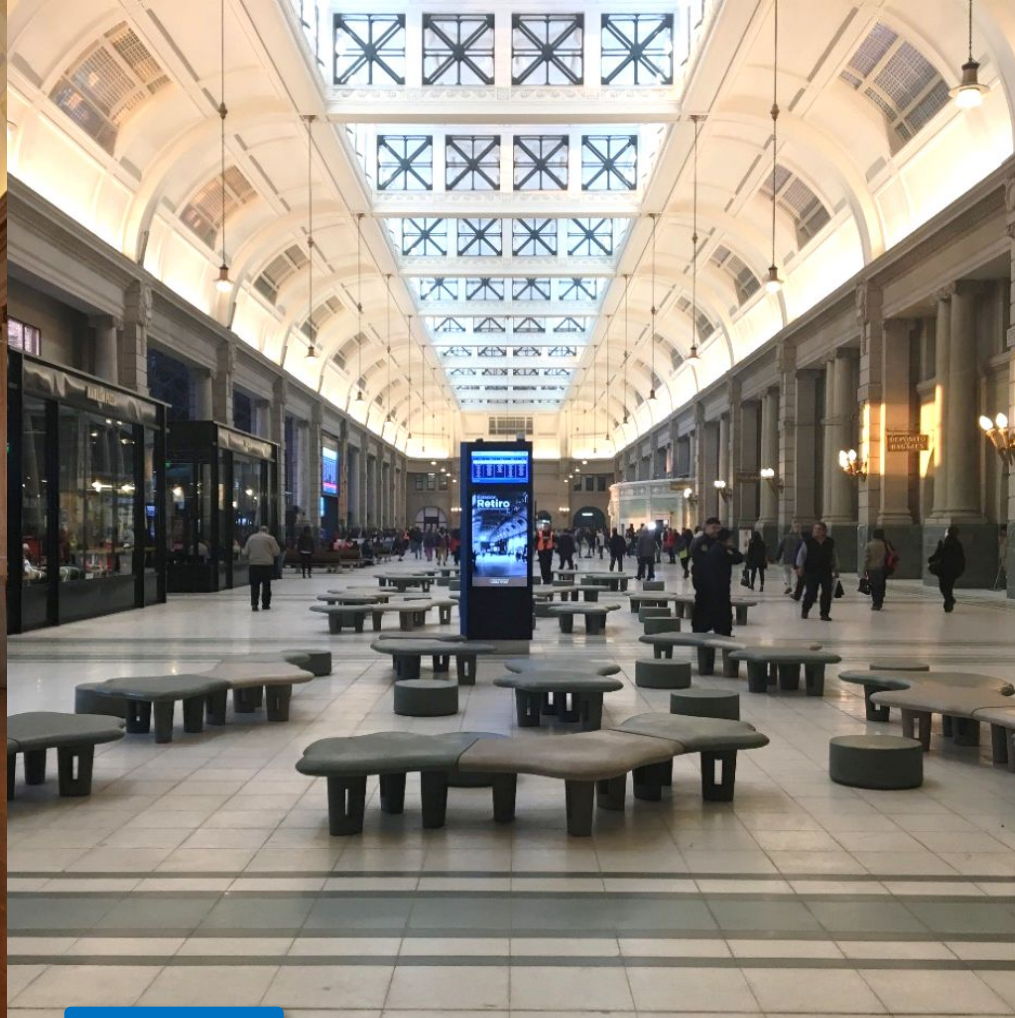
COMPANY	COUNTRY	
ALSTOM	France	
TALGO	Spain	
BOMBARDIER	Canada	
SIEMENS	Germany	
CRRC	China	
HYUNDAI ROTEM	Korea	

COMPANY	COUNTRY	
MITSUBISHI	Japan	
KBR	USA	
STADLER RAIL	Switzerland	
CAF	Spain	
TRANSMA HOLDING	Russia	
MARUBENI	Japan	





BEFORE



AFTER

Estación Retiro



WORK IN PROGRESS

Estación Constitución



RED DE EXPRESOS REGIONALES



Vamos Buenos Aires

Ecobici

SARMIENTO

BELGRANO

A

B

C

D

9 DE JULIO

OBELISCO

MITRE

SAN MARTÍN

ESTACION CENTRAL OBELISCO

ESTACION CENTRAL OBELISCO

1.5 to 4.5 M users by 2019

| Connects Retiro, Constitución and Once Terminals

| 20 KM new tunnels to connect 815 KM of network





RED DE EXPRESOS REGIONALES

| SAVING TIME

- -70%. From 185 minutes to 45 average
- 250 M hours saved annually (equals \$ 26.000 M)

| INTERCONNECTED SYSTEM

- 241 stations from 268 total

| EXPAND LABOR BORDER

| REDUCE CONGESTION

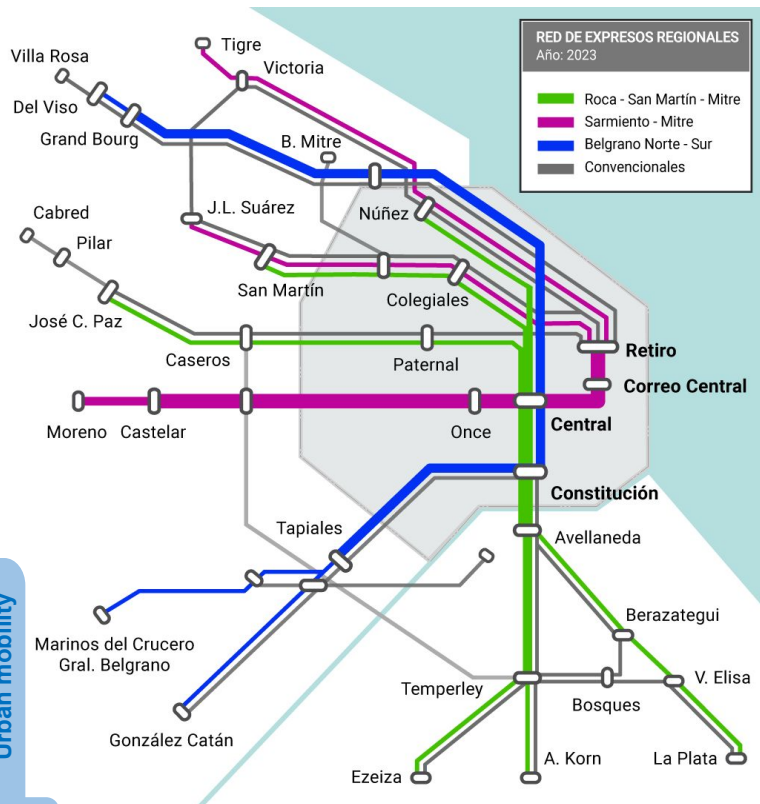
- - 900.000 cars less (more than \$ 10,000 M/year saved)

| 1.3 M TN CO₂ ANNUAL REDUCTION



RER – PPP proposal

STAGE 1: SOUTH – NORTH CONNECTION ROCA, SAN MARTIN & MITRE LINES



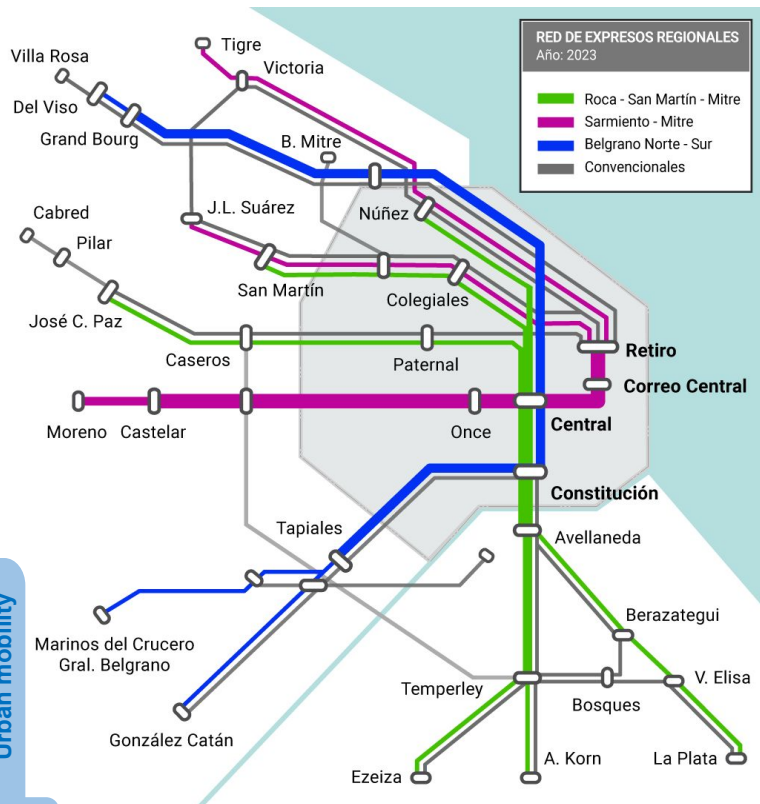
Projected investment in Million of USD

Work	TOTAL	2018	2019	2020	2021	2022	2023
RER Roca line	1568	35	288	469	510	220	46
Constitución station work	283		113	113	57		
Obelisco station work	925	35	150	243	289	162	46
Interchanger	360			113	189	59	
Electromechanics	94			8	38	38	11



RER – PPP proposal

STAGE 2: WEST- NORTH CONNECTION SARMIENTO & MITRE LINES



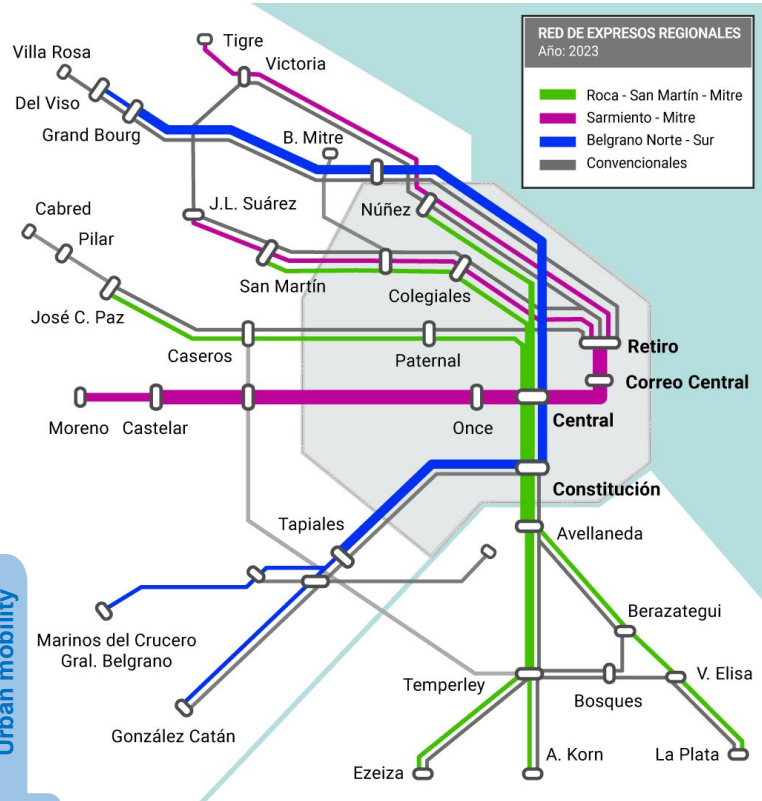
Projected investment in Million of USD

Work	TOTAL	2020	2021	2022	2023
RER SARMIENTO	1169	214	653	255	46
Miserere station	200	40	130	30	
Central station	338	68	203	68	
Correo central station	224	45	134	45	
Retiro station	310	62	186	62	
Electromechanics Sarmiento	97			51	46



RER – PPP proposal

STAGE 3: SOUTH – NORTH CONNECTION BELGRANO LINES



Projected investment in Million of USD

Works	TOTAL	2019	2020	2021	2022	2023
RER BELGRANO	1290	35	222	533	410	90
Constitución station	260		68	142	45	6
Central Obelisco station	175		33	90	46	7
Tunnels	340			111	196	34
Electromechanics Belgrano	65				34	31
Electrification Belgrano Sur	400	35	115	165	75	10
Electrification Belgrano Norte	50		6	26	15	3

SIMPLIFYING BUREAUCRACY AND REGULATION

TO EFFICIENTLY SERVE THE CITIZEN AND THE BUSINESS COMMUNITY

SOME EXAMPLES

E-GOVERNMENT: reduction of paperwork and authorizations (e.g. trucks permission for international trips approval from 45 days to 48 hours by QR code implementation)

UNNECESSARY BUREAUCRACY IN PUBLIC WORKS: reduction in paying process (e.g. UCOFIN) & paperwork presented by offers in roads tenders

INSPECTION & CONTROL SIMPLIFICATION: electronic audit of urban buses by smart-card information (90/120 days vs. 4/5 days) & digital inspection of long-distance buses with tables and PDA (12 forms were eliminated)

DELEGATION OF OPERATIVE COMPETENCIES: minister authorization of ports and airports (e.g. more than 64% of Argentinean ports without authorization because of long bureaucracy process)



SIMPLIFYING OF BUREAUCRACY AND REGULATION

MODERNIZATION AND PAPERWORK SIMPLIFICATION FOR VEHICLES



Continuous simplification to reduce costs

Free circulation of special vehicles (e.g. car carrier trailers), digital paperwork, permit application simplification, implementation of shift scheme at ports for loading and unloading.



Increasing loading capacity in trucks (scalability)

Adding 5 new models of up to 55 Tn.



Incorporation of B-trains

Free circulation of B-trains up to 60 Tn and authorization on special corridors of up to 75 tn.



Agro equipment

Normative adjustments for the circulation needs of the sector: we widened permit requirements for width, length and height.



Car industry negotiations with Brazil

cross-standardization and normative coordination to simplify paperwork.



CLEAR RULES, TRANSPARENCY AND SIMPLIFICATION

CONTINUOUS REVISION OF PROCESSES

PRESIDENTIAL DECREE ON SIMPLIFICATION TO BE LAUNCHED

REGISTRY OF PUBLIC WORKS CONTRACTORS TO BE RENEWED

AGENCIES COORDINATION: CUSTOM OFFICE (Aduana) MODERNIZATION
(e.g. reduction of % containers to be scanned & debureaucratization of commerce).

PUBLIC WORKS COMPETITION INCENTIVES: e.g. bonus payment for faster works
to be implemented.



CLEAR RULES & TRANSPARENCY

WE HAVE SET AN INTEGRAL TRANSPARENCY POLICY FOR PUBLIC WORKS



Anticipated publishing of general requirements More time granted to prepare the offer.



Call for proposal, free and available for everyone. On the web.



Complete digitalization of all the offers and work documents.

More concurrency to improve participation



Participation of international companies



Participation of small and medium size companies



Participation of companies from other specialization fields



CLEAR RULES & TRANSPARENCY

MORE PARTICIPATION AND OFFERS: THE CASE OF ROAD 19

Record public
tender in offers
since 1958

Budget during previous administration

\$ 9,000 M

Official budget \$ 7,430 M

Best offer \$ 6,135 M

SAVINGS \$1.570 M + \$ 1,295 M = \$2.865 M

**\$ 2,865 M
SAVINGS**

PAVING OF 220 KM OF DIRT STREETS

OBRA | RUTA NACIONAL 19 - CÓRDOBA SAN FRANCISCO FINANCIAMIENTO | BID

PARTICIPACIÓN	TOTAL	LOTE 1	LOTE 2	LOTE 3	LOTE 4
OFERENTES	25	16	8	23	16
OFERTAS INDIVIDUALES	63	16	8	23	16
OFERTAS X ADJUDICACIÓN CONJUNTA	8	1	1	5	1

EMPRESAS	34
UTES	8
PLAZO PARA PREPARACIÓN DE OFERTAS	9,5 SEMANAS

PRECIOS (AR\$ MILLONES)	TOTAL	LOTE 1	LOTE 2	LOTE 3	LOTE 4
PO (MAYO 2016)	6.944	1.222	2.500	1.298	1.924
POFA A AGOSTO (+7% APROX.)	7.430	1.308	2.675	1.389	2.059

ANÁLISIS ESTADÍSTICO	TOTAL	LOTE 1	LOTE 2	LOTE 3	LOTE 4
POFA A AGOSTO (+7% APROX.)	7.430	1.308	2.675	1.389	2.059
MÍNIMO	6.135	987	2.481	1.034	1.634
MEDIA	7.543	1.381	2.785	1.361	2.016
MÁXIMO	8.771	1.637	3.095	1.669	2.370
DESVÍO ESTNDAR	743	176	215	141	213
	9,9%	12,7%	7,7%	10,3%	10,5%
MEDIA OFERTAS / POFA	1,5%	5,7%	4,1%	-2,1%	-2,1%

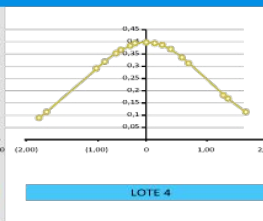
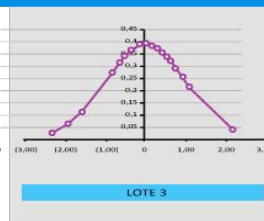
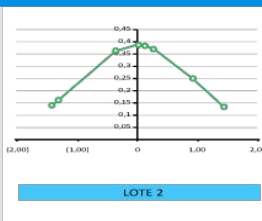
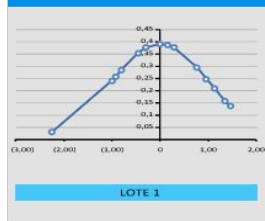
	TOTAL	LOTE 1	LOTE 2	LOTE 3	LOTE 4
MEJOR OFERTA (1)	6.135	987	2.481	1.034	1.634
DIF MEJOR OFERTA VS POFA	(1.295)	(321)	(194)	(355)	(425)
	-17%	-25%	-7%	-26%	-21%

MEJOR OFERENTE	LOTE 1	UTE - CRZ/PERALES AGUIR
	LOTE 2	UTE - PIETROBUONI/LOSI
	LOTE 3	UTE - CRZ/PERALES AGUIR
	LOTE 4	DY CASA

	TOTAL	LOTE 1	LOTE 2	LOTE 3	LOTE 4
2ª MEJOR OFERTA (2)	6.465	1.210	2.502	1.090	1.662
DIF 2ª MEJOR OFERTA VS POFA	(965)	(97)	(172)	(299)	(396)
	-13%	-7%	-6%	-22%	-19%

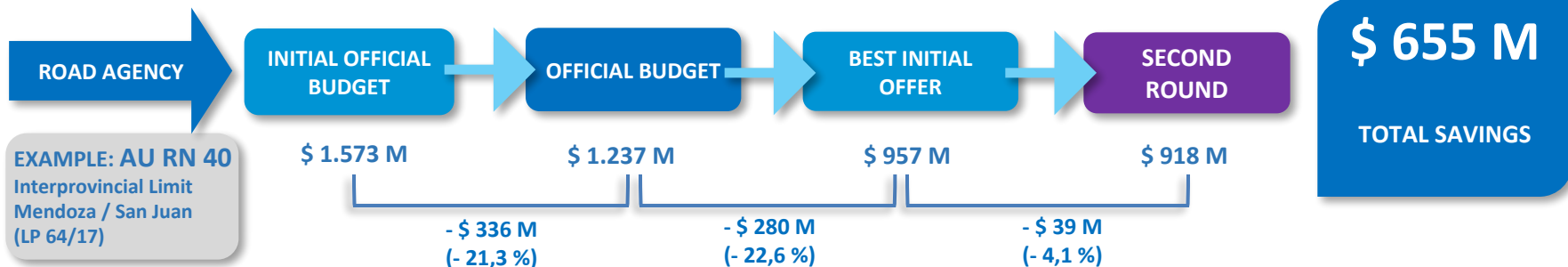
2ª MEJOR OFERENTE	LOTE 1	CORSAM CORVIAM
	LOTE 2	ROVELLA CARAZA
	LOTE 3	DY CASA
	LOTE 4	CORSAM CORVIAM

OFERTAS - DIST. STANDARDIZADA



CLEAR RULES & TRANSPARENCY

FULL COMPETITION AND MANAGEMENT CONTROL



INNOVATION AND CREATIVITY SECOND ROUND

EMPRESA	OFERTA (\$M)
A	957
B	964
C	988
D	1.006
E	1.009
F	1.024
G	1.028
H	1.028
I	1.138
J	1.178
K	1.199
L	1.223



TRANSPARENCY & EFFICIENT MANAGEMENT OF PUBLIC EXPENDITURE:

3,600 M USD of savings between 2016 & 2017

1,388 M USD savings in operating expenses (OPEX)
666 M USD in 2016 & 722 M USD in 2017

Revision of urban
subsidies
(2016 + 2017)

625 M USD

National licence
card price (-44%)

4.25 M USD

Labor Risk Insurance
(from 12% to 6,2% gradually -
2016 + 2017)

67 M USD

2,212 M USD savings in capital expenses (CAPEX)
1,222 M USD in 2016 & 990 M USD in 2017

Offers under
official budget
(2016 & 2017)

808 M USD

Rationalization of
roads engineering
projects + reduction
of K's rate
(2017)

326 M USD

Second round
implementation in
road and airports
tender (2017)

13 M USD



FUTURE PUBLIC TENDERS

Over 200 public tender processes for USD 18,000 M in the next two years



90 public tenders expected between USD 0 M and USD 50 M

- ▶ **67 road works for USD 2,300 M**
- ▶ **15 railways works for USD 400 M**
- ▶ **46 air transport works for USD 200 M**
- ▶ **3 works of urban mobility for USD 100 M**



63 public tenders expected between USD 50 M and USD 100 M

- ▶ **46 road works for USD 3,000 M**
- ▶ **10 railways works for USD 500 M**
- ▶ **14 air transport works for USD 200 M**
- ▶ **3 urban mobility works for USD 200 M**



66 public tenders expected for over USD 100 M

- ▶ **45 road works for USD 5,400 M**
- ▶ **8 railways works for USD 1,000 M**
- ▶ **19 air transport works for USD 560 M**
- ▶ **9 urban mobility for USD 4,000 M**

Argentina

LAND OF OPPORTUNITIES



Ruta Nacional N° 36, Córdoba - Río Cuarto



Ministerio de Transporte
República Argentina