

MINISTRY OF TRANSPORTATION

**Policy and Program for Public Works and
Road Concession Project Portfolio**

**National Secretariat
for Road Transport**

November 13, 2023



ROAD INVESTMENTS

Highways

R\$

185,8
billion

Public: **73 billion**

Private: **112,8 billion**

PUBLIC WORKS

280
Projects in total

167 Works

113 Projects

Maintenance of **100%** of the
road network in the
27 federal units.

PRIVATE INVESTMENTS

OBRAS

53
Construction

72
Capacity Expansion,
Duplication

18
Large bridges
and viaducts

24
Restoration
works

24 *
Existing
concessions

35
Auctions

PRIVATE INVESTMENTS

24

Concessions
awarded

R\$

217 bi

investment

13.023 km

R\$

161 bi

To be invested

35

Studies
commissioned

20.268 km

16

Works delivered

R\$

199 bi

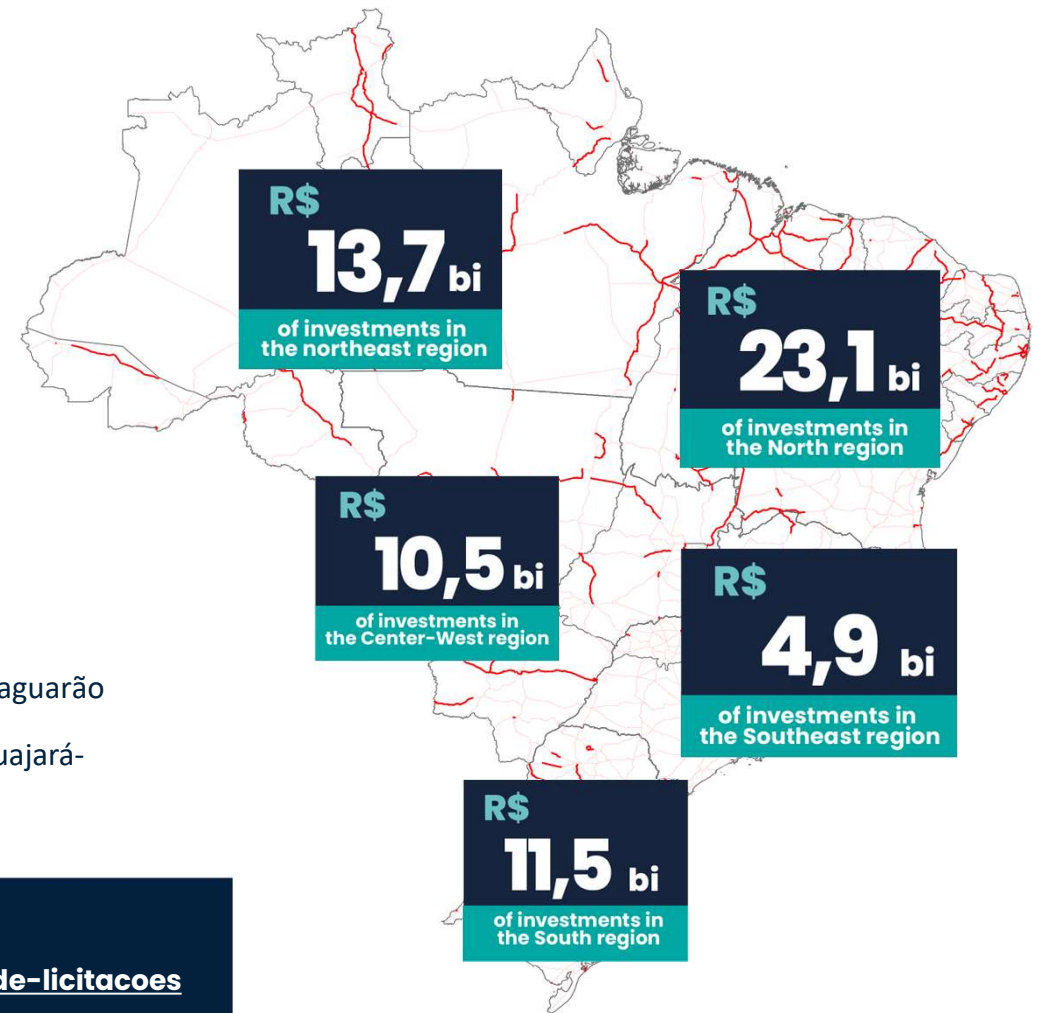
To be invested



PUBLIC INVESTMENTS

MAJOR WORKS STARTING IN 2024/2025:

- Paving of 183 km on BR-156/AP
- Paving of 116 km on BR-308/PA
- Duplication of 100 km on BR-116/CE
- Duplication of 53 km of BR-101/SE
- Duplication of 81 km on BR-010/MA
- Restoration of 277 km on BR-158/GO
- Timber Bridge Replacement Program
- Construction of the Maceió Metropolitan Arch
- Construction of the João Pessoa Metropolitan Arch
- Construction of a bridge on the border with Uruguay, on BR-116/RS in Jaguarão
- Construction of a bridge on the border with Bolivia, on BR-425/RO in Guajará-Mirim



INVITATION TO BID FOR PUBLIC WORKS:

<https://www.gov.br/dnit/pt-br/assuntos/licitacoes/sede/editais-de-licitacoes>

New Public Works Policy



STRUCTURING AXES

- **Public Investments**
- **Contract Modernization and Legal Security**
- **Innovations in Management and Research**
- **Sustainable Infrastructure**
- **Transparency and Social Participation**
- **Governance**



BR-153/TO

NEW PUBLIC WORKS POLICY

MAIN GUIDELINES

- **Restructuring the levels of direct public investment** in order to guarantee the continuity of works and services on the federal transport network
- Using **criteria to prioritize projects and investments**;
- **Promoting performance-based contracting** in order to modernize and optimize contract management and offer standardized levels of service to users;
- **Developing alternative models for innovation programs** in the management and financing of federal road transport infrastructure;
- Incorporating **innovation into public procurement**, as provided for in Law 14133, 2021, and promoting technological innovation in engineering solutions (RDCi).
- Pursuing **sustainable contracts**, from an economic and financial point of view, with a focus on consensual conflict resolution and legal certainty - **revising regulations**
- Adopting **sustainability and resilience practices in infrastructure**
- **Transparency** and Social Participation in the drafting of transport regulations and policies

NEW PUBLIC WORKS POLICY - KEY POINTS

PUBLIC INVESTMENTS

- Re-establishing the quality levels of the federal transport network
- raising the level of the ICM - Maintenance Conservation Index
- Increasing the % of structuring solutions (CREMA / Restoration)
- Adopting intelligent and modern management mechanisms for the federal highway network → Partnerships/Concessions
- Using technology to optimize projects - BIM
- Modernizing the construction management model - DNIT
- Benchmarking practices in Brazil and abroad



NEW PUBLIC WORKS POLICY - KEY POINTS

Contract Modernization and Legal Security

- Adopting appropriate methods of conflict resolution in administrative contracts - innovation of Law 14133, 2021
- Revising regulations in order to reduce judicialization and induce the proper fulfillment of contracts - insurance, contractual guarantees and liabilities
- Incorporating the modalities and auxiliary procedures of the new Public Procurement Law
- Institutional alignment for understanding and promoting the RDCi - an instrument for the development of national engineering
 - Revising DNIT's risk allocation methodology



NEW PUBLIC WORKS POLICY - KEY POINTS

Innovations in Management and Research

Infrastructure Investment Data Management

- Developing **Infrastructure Works Data Guidelines** in order to guide related entities
- Incorporating advanced technological resources for managing road projects
- Adopting an integrated database at the Ministry of Transportation for standardizing and publicizing information

Government School – ENINFRA/DNIT

- Promoting DNIT's role as a center of excellence in road engineering

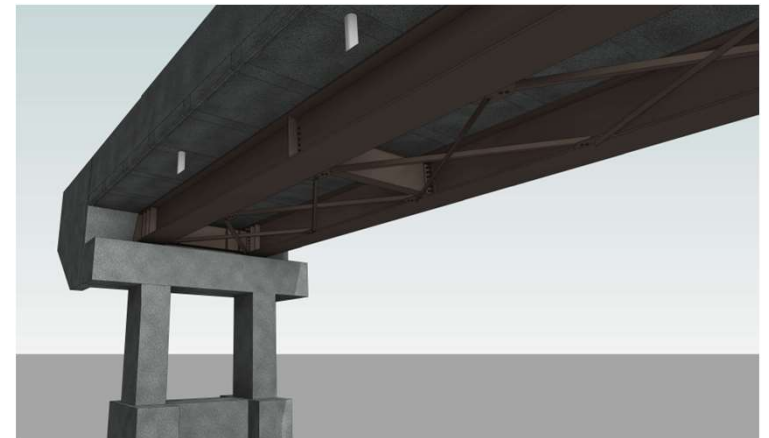


NEW PUBLIC WORKS POLICY - KEY POINTS

Sustainable Infrastructure

- Implementation of the **Semi-Permanent Bridges** project to enable the responsible use of timber for bridge construction
- Development of studies and adoption of **climate resilience practices in infrastructure** - reducing emergency contracts
- Pursuing measures to **decarbonize the public works production chain**

Benchmarking ITF – International Transport Forum



NEW PUBLIC WORKS POLICY - KEY POINTS

Transparency and Social Participation

- Publicizing the infrastructure project portfolio
- Implementation of **the public works consultation platform.**
 - Open and simplified data
- Technical cooperation agreements with the sector in order to **improve regulations**
 - **SICRO** discussion forum
 - Regulations of **the SNV - National Transport System**

Governance

- *Spending Review* - Adoption of mechanisms to review public spending and the effectiveness of investments in road infrastructure

NEW LICENSING POLICY



Highways

NEW MODEL OF HIGHWAY CONCESSIONS MAIN REGULATORY DEVELOPMENTS

5th Stage of Concessions

- Tariff affordability
- Standardization of projects in the same Stage
- Possibility of public contributions when large or complex investments are planned
- Forecast of Public-Private Partnerships – PPP
- Resilient and environmentally sustainable infrastructure
- Risk sharing
- Resuming investment in infrastructure with efficiency and transparency



FREE FLOW RIO SÃO PAULO HIGHWAY

SPENDING REVIEW

History of Contractual Breaches

More than 5000 km of roads with reduced performance (total length 13,000 km)

Over R\$ 20 billion in stagnant investments

5 (five) contracts in re-bidding processes and 2 judicialized (24 contracts)



ADMINISTRATIVE RULE 848, 2023

Viability of consensual solutions that would allow investments to resume immediately.

Forecast for evaluation by the External Control Secretariat for Consensual Resolution and Conflict Prevention (SecexConsenso) of the Federal Court of Accounts (TCU).

- (i) defending the public interest;
- (ii) technical, economic and legal viability;
- (iii) Implementation, in the short term, of investments aimed at guaranteeing the safe trafficability and fluidity of the highway, with improved service level capacity; and
- (iv) Affordability.

CONTRACTUAL OPTIMIZATION

ADMINISTRATIVE RULE 848, 2023

PUBLIC POLICY PREMISES

- Standardization of contracts
 - Updating contracts to current public policy
 - Tariff fairness
 - Immediate start of capacity expansion works - in 2024
 - Advancing the execution schedule for capacity expansion and sidewalk restoration works by at least 3 years
-
- Prioritization of the execution, over the next 3 years, of licensed works with projects or at an advanced stage of analysis in the respective agencies
 - Waiver of all existing judicial, administrative and arbitration proceedings



CONTRACTUAL OPTIMIZATION

ORDINANCE 848, 2023

PUBLIC POLICY PREMISES

- Contract extension of a maximum of fifteen years;
- Tariff reclassification mechanism linked to the execution of works;
- Guarantee of execution of works;
- Objective rules in the event of non-compliance;
- Differentiated monitoring and oversight with:
 - ✓ less frequency and
 - ✓ independent verifiers for:
 - I - traffic and revenue auditing;
 - II - assessing compliance with performance standards; and
 - III - technical assessment of the work in progress



CONTRACTUAL OPTIMIZATION

PHASE 1

4 Working
Groups
Concluded

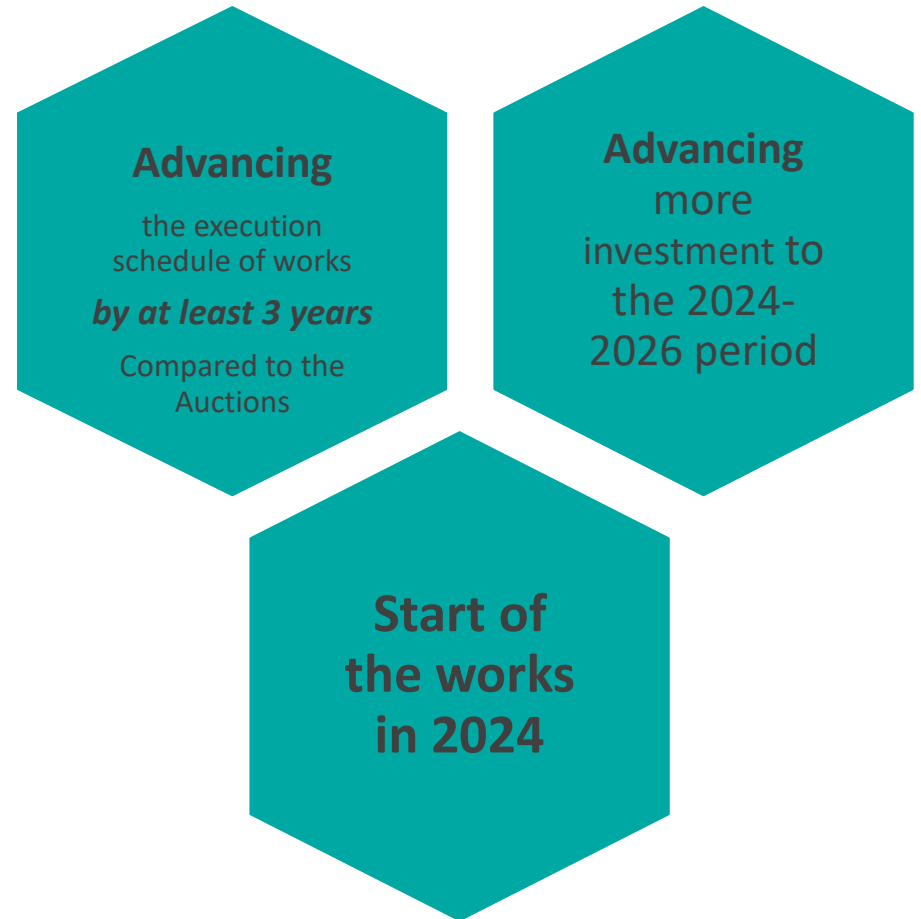
*BR-163/MS - Msvia
BR -Rodovia BR-101/ES/BA – Eco101
BR-101/RJ – Autopista Fluminense
BR 116/324/BA & BA-526/528 - Viabahia**



PHASE 2

**ORDINANCE
848**

*6 concessionaires have expressed their
intention to file the application*



NEW MODEL OF ROAD CONCESSIONS MAIN GUIDELINES - Regulatory Evolution

Smart Concessions

- Study of an alternative solution to conventional public management (direct execution by DNIT);
- New service concession model with a focus on the quality of the pavement and signs, prioritizing user safety;
- Regional in scope to serve segments with lower traffic volumes (feeder of transport corridor logistics) and taking affordability into account;
- Use of technology to reduce operating costs and increase effectiveness;
- *Benchmarking* practices in Brazil and abroad



Highway Concession Project Portfolio

2023 and 2024 Schedule



Next projects

7000 km

2023

BR-277/373/376/476/PR, PR-418/423/427 - Lote 1 Auctioned

BR-153/277/369/PR, PR-092/151/239/407 e PR-408/411/508/804/855 - Lote 2 Auctioned

BR-381/MG 24 de Novembro

BR-040/MG A definir

2024

BR-040/GO/MG

BR-153/262/GO/MG

BR-262/MG

BR-040/495/RJ

BR-060/424/GO - CN 1

BR-364/RO - CN 5

BR-060/364/GO/MT - CN 2

BR-163/277/PR e PR-158/180/182/280/483 - Lote 6

BR-369/373/376/PR e PR-170/323/445/090 - Lote 3

BR-070/174/364/MT/RO - CN 3

R\$

41 bi

3 Auctions
2023

R\$

112 bi

12 Auctions
2024



SCHEDULE 2023 / 2024 - FORECAST

	Projetos	2º Semestre 2023		1º Semestre 2024		2º Semestre 2024	
1/2023	Rodovias Integradas do Paraná – Lote 1	Auction: 25/08/2023					
2/2023	Rodovias Integradas do Paraná – Lote 2	Auction:: 29/09/2023					
3/2023	BR-381/MG (Belo Horizonte/MG – Governador Valadares/MG)	Auction:: 24/11/2023					
1/2024	BR-040/MG (Juiz de Fora/MG – Belo Horizonte/MG)	TCU	Invitation to bid	Auction			
2/2024	BR-040/GO/MG (Belo Horizonte/MG – Cristalina/GO) - Cristais	TCU	Invitation to bid	Auction			
3/2024	BR-040/495/RJ/MG (Juiz de Fora/MG – Rio de Janeiro/RJ)	TCU		Invitation to bid	Auction		
4/2024	BR-262/MG (Uberaba/MG – Betim/MG) - Zebu	TCU		Invitation to bid	Auction		
5/2024	BR-153/262/GO/MG (Hidrolândia/GO – Div. MG/SP – Uberaba/MG) – Sertaneja	TCU		Invitation to bid	Auction		
6/2024	BR-060/452/GO (Rio Verde – Goiânia – Itumbiara) - Rota Verde	TCU		Invitation to bid	Auction		
7/2024	BR-364/RO (Porto Velho – Vilhena) - Rota Agro Norte	TCU		Invitation to bid		Auction	
8/2024	Rodovias Integradas do Paraná - Lote 6	TCU		Invitation to bid		Auction	
9/2024	Rodovias Integradas do Paraná - Lote 3	TCU				Invitation to bid	Auction
10/2024	BR-060/364/GO/MT (Rio Verde – Rondonópolis) - Rota Agro			TCU		Invitation to bid	Auction
11/2024	GO-020/060/070/080/GO – Polo Goiânia			TCU		Invitation to bid	Auction
12/2024	BR-070/174/364/MT/RO – (Vilhena – Cuiabá) - Rota Agro Central			TCU		Invitation to bid	Auction

2023

3 Auctions

invitation to bid

R\$ **60** bi
In investments

Highways: BR-277/373/376/476/PR
PR-418/423/427 – Lt1

Extension: **473 km**
CAPEX: R\$ **7.9 Bi**
OPEX: R\$ **5.2 Bi**
Simple TKM: **0.1067**
Duplication: **344 km**
Stage: **Auctioned**
Term: **30 years** **DISCOUNT OF 18.25%**

Highways: BR-153/277/369/PR
PR-092/151/239/407 and
PR-408/411/508/804/855 – Lt2

Extension: **604 km**
CAPEX: R\$ **10.8 Bi**
OPEX: R\$ **6.5 Bi**
Simple TKM: **0.1192 / km**
Duplication: **350 km**
Stage: **Auctioned**
Term: **30 years** **DISCOUNT OF 0.08%**

Highway: BR-381/MG
Belo Horizonte/MG to
Governador Valadares/MG

Extension: **304 km**
CAPEX: R\$ **6.0 Bi**
OPEX: R\$ **4.0 Bi**
Simple TKM: **0.19119/km**
Duplication: **132 km**
Phase: Invitation to bid **published**
Term: **30 years** **Auctions 24/11/2023**

Highway: BR-040/GO/MG
Ring Road from Belo Horizonte/MG
to Cristalina/GO

Extension: **595 km**
CAPEX: R\$ **6.1 Bi**
OPEX: R\$ **4.5 Bi**
Simple TKM: **0.1277**
Duplication: **10 km**
Phase: **TCU**
Term: **30 years** **Invitation to bid soon**

Highway: BR-040/MG
Belo Horizonte/MG to
Juiz de Fora/MG

Extension: **232.1 km**
CAPEX: R\$ **5 Bi**
OPEX: R\$ **3.8 Bi**
Double TKM: **0.1830**
Phase: **TCU**
Term: **30 years** **Invitation to bid soon**

R\$ **10** bi

To be invested between
2024 and 2026



BR-381/MG – GENERAL INFORMATION

**INVITATION TO BID
PUBLISHED**

**AUCTION: November
24, 2023**



General characteristics:



TIR:
9.88%



Extension:
304 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.19119/km



Capex:
R\$ 6.0 bi



Tariff (Dual Carriage Way):
R\$ 0.26767/km



Opex:
R\$ 4.0 bi

5 toll stations

Stretch: Belo Horizonte/MG to Governador Valadares/MG

Amounts Invitation to bid published. Database: jan/23

R\$ 10_{bi}
In investments

Highway	(km)
Duplication	134
Additional Lanes	138

2024

12 Auctions

R\$

112 Billions

BR-262/MG 2024

Trecho: Uberaba/MG a Betim/MG
 Extensão: 438,9 km
 Capex: R\$ 4,3 bi
 Opex: R\$ 3,6 bi
 Prazo: 30 anos

Phase: TCU
 Phase: TCU

BR-040/MG/RJ 2024

Trecho: Juiz de Fora/MG a Rio de Janeiro/RJ
 Extensão: 217,6 km
 Capex: R\$ 5,0 bi
 Opex: R\$ 4,0 bi
 Prazo: 30 anos

BR-040/MG/GO 2024

Trecho: Anel Viário de Belo Horizonte/MG a Cristalina/GO
 Extensão: 595,0 km
 Capex: R\$ 6,1 bi
 Opex: R\$ 4,5 bi
 Prazo: 30 anos

Phase: TCU

BR-369/373/376/PR e PR-170/323/445/090 2024

Trecho: Rodovias Integradas do Paraná - Lote 3
 Extensão: 569,2 km
 Capex: R\$ 8,1 bi
 Opex: R\$ 5,4 bi
 Prazo: 30 anos

BR-153/262/GO/MG 2024

Trecho: BR-153/GO/MG (Hidrolândia/GO - Div. MG/SP) BR-262/MG (Comendador Gomes/MG a Uberaba/MG)
 Extensão: 530,6 km
 Capex: R\$ 5,3 bi
 Opex: R\$ 4,1 bi
 Prazo: 30 anos

Phase: TCU

BR-163/277/PR e PR-158/180/182/280/483 2024

Trecho: Rodovias Integradas do Paraná - Lote 6
 Extensão: 646,3 km
 Capex: R\$ 8,5 bi
 Opex: R\$ 6,3 bi
 Prazo: 30 anos

BR-364/GO/MT 2024

Trecho: CN 2 - Rio Verde a Rondonópolis
 Extensão: 502,8 km
 Capex: R\$ 2,7 bi
 Opex: R\$ 2,8 bi
 Prazo: 30 anos

BR-070/174/364/MT/RO 2024

Trecho: CN 3 - Vilhena a Cuiabá
 Extensão: 887,6 km
 Capex: R\$ 3,8 bi
 Opex: R\$ 3,9 bi
 Prazo: 30 anos

BR-364/RO 2024

Trecho: CN 5 - Porto Velho a Vilhena
 Extensão: 729 km
 Capex: R\$ 4,1 bi
 Opex: R\$ 4,1 bi
 Prazo: 30 anos

BR-060/452/GO 2024

Trecho: CN 1 - Rio Verde a Goiânia a Itumbiara
 Extensão: 452,7 km
 Capex: R\$ 3,1 bi
 Opex: R\$ 3,2 bi
 Prazo: 30 anos



**Auctions
1st semester
2024**



BR-040/MG (BH – JF) - GENERAL INFORMATION

INVITATION TO BID
SOON



R\$

9 bi

in investments

164 km
in duplications

43 km
of additional lanes

General characteristics:



TIR:
9.88%



Extension:
232.1 km



Term:
30 years



Tariff (Dual Carriage Way):
R\$ 0.1830/km



Capex:
R\$ 5 bi

3 toll stations



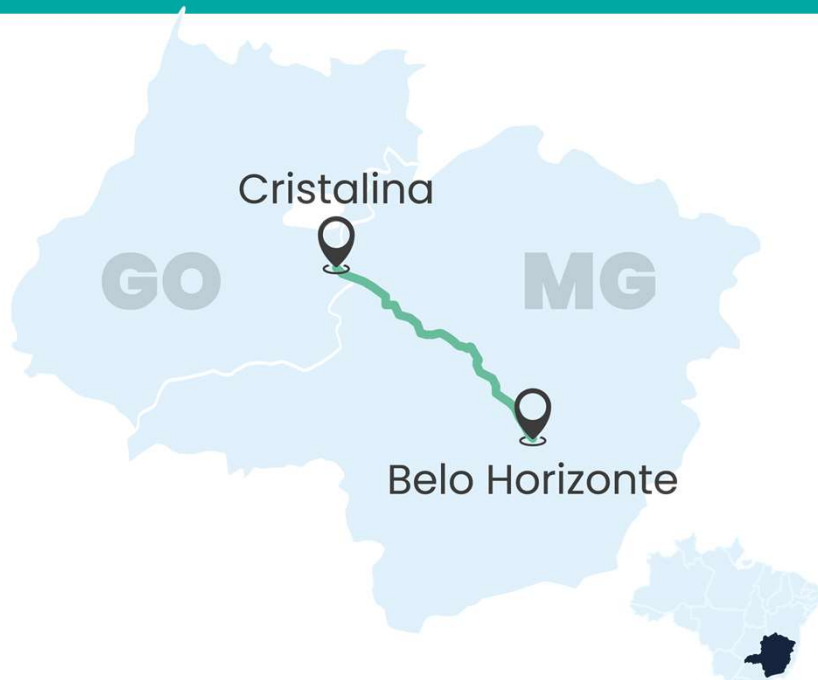
Opex:
R\$ 3.8 bi

Stretch: Belo Horizonte/MG to Juiz de Fora/MG

Database: jan/23
Amounts sent to the TCU

BR-040/MG/GO - CRISTAIS - GENERAL INFORMATION

INVITATION TO BID
SOON



R\$

11 bi

in investments

10 km

in duplications

343 km

of additional lanes

General characteristics:



TIR:
9.21%



Extension:
595 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.1277/km



Capex:
R\$ 6.1 bi



Tariff (Dual Carriage Way):
R\$ 0.1660/km



Opex:
R\$ 4.5 bi

7 toll stations

Stretch: Belo Horizonte/MG to Cristalina/GO

Database: jan/22
Amounts sent to the TCU

BR-040/495/MG/RJ (JF-RIO) - GENERAL INFORMATION

**INVITATION TO BID
SOON**



R\$

8 bi

in investments

13 km

in duplications

82 km

of additional lanes

General characteristics:



TIR:
9.88%



Extension:
218.8 km



Term:
30 years



Tariff (multilanes):
R\$ 0.24660/km



Capex:
R\$ 4.83 bi



Opex:
R\$ 3.48 bi

3 toll stations

Stretch: Juiz de Fora/MG - Rio de Janeiro/RJ

Database: jan/23
In adjustments for filing with the TCU

BR-153/262/GO/MG – SERTANEJA – GENERAL INFORMATION



R\$

9,4 bi

in investments

43 km

in duplications

31 km

of additional lanes

General characteristics:



TIR:
9.21%



Extension:
530.6 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.10831/km



Capex:
R\$ 5.33 bi



Tariff (Dual Carriage Way):
R\$ 0.14080/km



Opex:
R\$ 4.10 bi

5 toll stations

Stretch: Hidrolândia/GO - Uberaba/MG

Database: jan/22
Amounts sent to the TCU

BR-262/MG – ZEBU – GENERAL INFORMATION



R\$
8 bi
in investments

44 km
in duplications

168 km
of additional lanes

General characteristics:



TIR:
9.21%



Extension:
438.9 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.12341/km



Capex:
R\$ 4.3 bi



Tariff (Dual Carriage Way):
R\$ 0.16044/km



Opex:
R\$ 3.6 bi

6 toll stations

Stretch: Betim/MG to Uberaba/MG

*Database: jan/22
Amounts sent to the TCU*

BR-060/452/GO – ROTA VERDE – GENERAL INFORMATION



R\$

6,3 bi

in investments

13 km

in duplications

138 km

of additional lanes

General characteristics:



TIR:
8.47%



Extension:
452.7 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.10865/km



Capex:
R\$ 3.12 bi



Tariff (Dual Carriage Way):
R\$ 0.15211/km



Opex:
R\$ 3.16 bi

6 toll stations

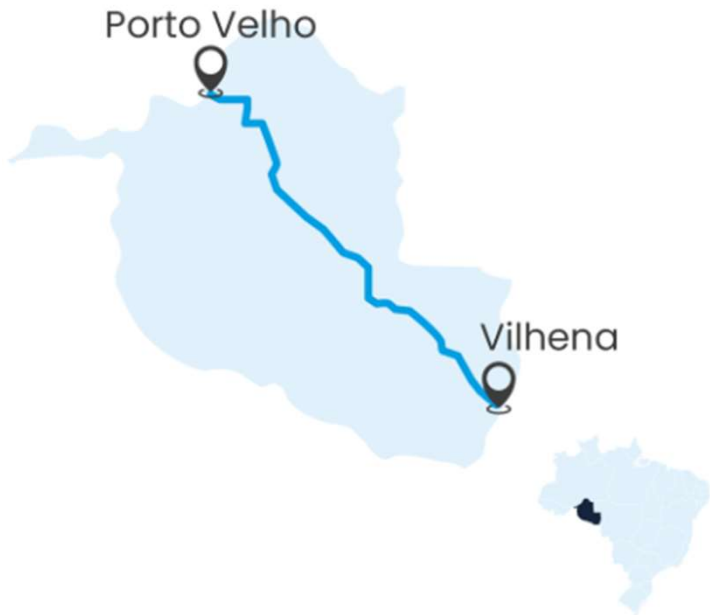
Stretch: Goiânia/GO to Rio Verde/GO; Rio Verde/GO to Itumbiara/GO

Database: oct/20
Public hearing data

Auctions 2nd semester 2024



BR-364/RO – ROTA AGRO NORTE – GENERAL INFORMATION



8 bi
in investments

113 km
in duplications

195 km
of additional lanes

General characteristics:



TIR:
8.47%



Extension:
729 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.11403/km



Capex:
R\$ 4.08 bi



Tariff (Dual Carriage Way):
R\$ 0.15964/km



Opex:
R\$ 3.99 bi

7 toll stations

Stretch: Vilhena/RO to Porto Velho/RO

Database: oct/20
Public hearing data

PR VIAS L6 – GENERAL INFORMATION



BR-163/277/PR
PR 158/180/182/280/483

R\$
15 bi
in investments

442 km
in duplications
31 km
of additional lanes

General characteristics:



TIR:
8.47%



Extension:
646.33 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.11419/km



Capex:
R\$ 8.50 bi



Tariff (Dual Carriage Way):



Opex:
R\$ 6.26 bi

R\$ 0.15986/km

9 toll stations

Stretches: BR-163/PR - Junction PR-182 in Realeza to Junction BR-277 (to Cascavel)
BR-277/PR - Junction BR-373/PR-452 (Relógio) to the end of Ponte da Amizade
PR-158 - Junction PR-280(A) in Pato Branco to Junction PR-280 (B)
PR-180 - Junction PR-483/892 in Francisco Beltrão to Junction PR-180 in Marmeleiro
PR-182 - Junction BR-163 in Marmelândia to Junction PR-483 in Jacutinga;
PR-280 - Junction BR-158(B) (P/S. Lourenço do Oeste) to Junction
BR- 280 (Marmeleiro)
PR-483 - Junction PR-180/892 in Francisco Beltrão to Junction PR-182 in Jacutinga

*Database: jan/21
In adjustments for
filing with the TCU*

PR VIAS L3 – GENERAL INFORMATION



BR-369/373/376/PR
PR 090/170/323/445

<p>R\$</p> <p>13 bi</p> <p>in investments</p>	<p>200 km</p> <p>in duplications</p> <p>24 km</p> <p>of additional lanes</p>
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General characteristics:



TIR:
8.47 %



Extension:
569.2 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.10302/km



Capex:
R\$ 8.10 bi



Tariff (Dual Carriage Way):
R\$ 0.14422/km



Opex:
R\$ 5.39 bi

7 toll stations

Stretches: BR-369/PR – Junction PR-444 to Junction BR 376 (B) (Jandaia do Sul)
BR-373/PR – Junction BR-487(A)/PR-151 (Ponta Grossa) to Junction BR-376(A)
BR-376/PR – Junction Acesso I Mandaguari to Junction BR-277(A)-428 (São Luís do Purunã)
PR-090 – Junction PR-862(B)(Contorno de Ibiporã) to Junction PR-323(A)(Sertanópolis)
PR-170 – Junction BR-369(B)(Apucarana) to Junction BR-376(A)(Apucarana)
PR-323 – Divisa PR/SP (Porto Charles Nauffal) to Junction PR 445/545 (WARTA)
PR-445 – Junction PRC 272/BR-376/272) to Junction PR 323/545 (WARTA)

Database: jan/21
In adjustments for
filing with the TCU

BR-060/364/GO/MT- ROTA AGRO - GENERAL INFORMATION



General characteristics:



TIR:
8.47%



Extension:
502.8 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.09442/km



Capex:
R\$ 2.70 bi



Tariff (Dual Carriage Way):
R\$ 0.13218/km



Opex:
R\$ 2.75 bi

5 toll stations

Stretch: Rio Verde/GO to Jataí/GO; Jataí/GO to the GO/MT border; GO/MT border to Rondonópolis/MT

6 bi
in investments

138 km
of additional lanes

BR-070/174/364/MT/RO – ROTA AGRO CENTRAL – GENERAL INFORMATION



6 bi
in investments

39 km
in duplications

280 km
of additional lanes

General characteristics:



TIR:
8.47%



Extension:
887.6 km



Term:
30 years



Tariff (Single Carriage Way):
R\$ 0.12415/km



Capex:
R\$ 3.81 bi



Tariff (Dual Carriage Way):
R\$ 0.17381/km



Opex:
R\$ 3.94 bi

7 toll stations

Stretch: Vilhena/RO to RO/MT border; RO/MT border to Sapezal/MT; Comodoro/MT to Cáceres/MT; Cáceres/MT to Cuiabá/MT

*Database: out/20
Public hearing data*

THANK YOU!

