

Once settled in his new position, Malvido said: *"I had to bring about a change in six months or make a different kind of decision regarding the company's continuity. When we got there we found many things which were probably the causes for financial distress. For example, SYUSA was ill equipped and there was no maintenance plan. We quickly spotted these problems and we already have an investment plan in place. The question is how to solve the real problem, the problem we don't see yet. So, we are discussing how our "friends" and "enemies" are seeing us i.e., a sort of inverse benchmarking. If people say we are something or other, and we feel we are not like that at all, something is wrong. Either they are or we are mistaken, or the message is misgiven. The fact is we have to act fast and well if we want to change our current situation."*

SYUSA Business

SYUSA originated from the international invitation to bid issued by the Coordinación Ecológica Área Metropolitana Sociedad del Estado (CEAMSE) (Environment Coordination State Agency - Metropolitan Area) in October, 1978, to develop a program for reception, transportation and final disposal of home waste in the Federal District and the southern area of the Buenos Aires Province. The CEAMSE was in charge of urban solid waste management in the Federal District and Greater Buenos Aires areas. It had administrative and controller duties, with 400 employees.

Somehow, this was considered the first significant privatization carried out in the country (Exhibit 2 - SYUSA Operation Map). The General Manager of TECHINT S.A., said at the time: *"The idea to manage a waste filling company was conceived during a trip in which we visited a filling site and took a look at its operation. It seemed so similar to a construction project. At TECHINT S.A., we had the capacities to handle waste filling since we were running highly complex building projects. Then, in 1978, when CEAMSE commissioned the Villa Dominico filling project, we decided to quote and got the contract. Thus, in a very swift process, we created SYUSA."*

The company's main activities were:

- Design, construction and operation of three waste transfer stations located in the city of Buenos Aires
- Project and operation of waste filling to dispose of the waste produced in the Federal District and the Southern counties of the Greater Buenos Aires area (namely, Avellaneda, Quilmes, Lomas de Zamora, Lanús, Berazategui, Almirante Brown, Florencio Varela and Esteban Echeverría)
- Design, operation and maintenance of the waste transfer system between the transfer stations at Colegiales, Flores and Pompeya and the waste filling site at Villa Dominico (Avellaneda -Quilmes).

SYUSA provided services for CEAMSE, servicing a total population of 9,500,000 people and processing 8,000 daily tons of urban waste -5,000 tons coming from their transfer stations and 3,000 being delivered by waste collection companies. The company employed 332 workers, technicians, professionals and subcontractors.