

A guide · The $500 trillion PPP infrastructure opportunity

Launch a PPP program for State-Owned Utilities and Companies in Jordan

WHAT THIS GUIDE IS FOR

Your utility or company launches its own public-private partnership (PPP) program, with performance-based contracts for its networks and plants, a research lab that runs small PPPs in parallel and an open door to direct proposals from the private sector, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

PREPARED FOR
State-Owned Utilities and Companies in Jordan

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INTRODUCTION

A century of infrastructure reaches the end of its useful life

Most of the roads, bridges, power plants, water networks, ports and airports the world runs on were built in the last hundred years, and much of that stock is wearing out at the same time.

The infrastructure of the twentieth century was designed, poured and left to age. It carried the growth of every modern economy, and it was built for a world with fewer people, far less data and a different climate. Pipes leak, grids strain under new demand, and assets designed for one purpose are asked to carry several. Replacing them is the largest building program in human history, and it has already begun.

Rebuilding and running the world's infrastructure will take about $500 trillion over the next fifty years. It is the largest investment humanity will make in that time. Public-private partnerships (PPPs) will carry a large share of it, because governments cannot fund, build and run the rebuild alone, and the private sector cannot do it without them.

How the $500 trillion adds up

	$300T	to build the physical assets: roads, rail, ports, grids, water, cities, schools and hospitals
+	$150T	to operate and maintain them across the life of each concession
+	$50T	for the sensors, compute and robotics that will sit inside them, the share of the rebuild that venture capital can fund
=	$500T	in total to rebuild and run the world's infrastructure over the next fifty years

INTRODUCTION

The next hundred years will build Earth's largest computer

For thousands of years the method has stayed the same: design it, pour it, forget it, and repair it when it fails. The next generation of infrastructure will carry a software layer specified alongside the concrete. Assets will monitor their own condition, predict their own failures and schedule their own maintenance, and fleets of machines will raise them with very few human hands involved.

The larger change is the connection between assets. When a port knows what the rail line is carrying before it arrives, a water utility prices its pumping energy against the grid in real time, and every contract and drawing on every project sits in one connected record, the built world starts to behave as one system. Joined across borders, the world's roads, grids, ports, water networks, data centers and satellites become one globally connected, superintelligent computer.

Future infrastructure will be self-building, self-monitoring and self-healing. A road that senses its own cracks can schedule its own repair and use the savings to fund the next stretch. A water network that finds its own leaks can put the recovered water into meters on the next street. Each asset leaves behind the money, the data and the proof for the asset that follows it, so each new project starts further ahead than the last.

The point where the built world starts improving itself faster than anyone can direct it is the infrastructure singularity. Three technologies bring it closer: artificial intelligence designs and runs the assets, robotics builds and maintains them, and tokenization finances them and opens their ownership to everyone. Each of the three changes how a utility runs its networks, finds its losses and pays for its upgrades, and state-owned companies run many of the water, power and rail networks that Jordan depends on.

Much of the water that reaches Jordan's taps, the power that crosses its grid and the freight that moves by rail passes through networks run by state-owned companies. These companies hold the assets, the customers and the operating data, and PPP Law No. 19 of 2023 counts them as public authorities that can sign PPP contracts and receive direct proposals. This guide invites state-owned utilities and companies in Jordan to launch a PPP program of their own, starting with the projects at home.

THE GUIDE

Bring Jordan's public networks into the $500 trillion PPP infrastructure opportunity

Your utility or company launches a dedicated PPP program, with a PPP unit, performance-based contracts, a research lab, an open door to direct proposals and a pipeline of upgrades prepared for AI, robotics and tokenization, starting with its share of Jordan's $86 billion of projects and the $46 billion anchored in Aqaba.

01 **A PPP unit inside the company.** A small dedicated team that knows how PPPs are prepared, procured and supervised turns the company's investment plan into PPP projects. PPP Law No. 19 of 2023 counts a company wholly owned by the government as a public authority, so the company can be the contracting authority on its own projects.

02 **Performance-based operation and maintenance.** Jordan still loses about 41% of its water to leaks, theft and faulty meters. Contracts for non-revenue water, pumping, network maintenance and plant operation pay the partner for results, such as water recovered or assets kept available, and the partner carries the risk of delivering them.

03 **Network upgrades and storage as PPPs.** Pipe replacement, reservoirs, pumping stations, substations, battery storage and rail links can each be prepared as a PPP, with a partner that finances the upgrade and is paid from the savings, the capacity or the service it delivers.

04 **Digital networks and robotic inspection.** Each new contract writes data into its output specification, with smart meters at the customer, sensors and a digital twin across the network, and robots and drones that inspect pipes, lines and track, so performance is measured by machines and payments follow it.

05 **A research lab and direct proposals.** The company tenders its own PPP research lab to run small pilots in parallel, bundles similar projects below $14.1 million into one tender under PPP Regulation No. 9 of 2024, and receives direct proposals under Article 15 of PPP Law No. 19 of 2023, which it refers to the Ministry for review.

JORDAN AND AQABA

An $86 billion pipeline to start with

Jordan has 243 PPP and infrastructure projects in development, worth about $86 billion, of which $46 billion is anchored in Aqaba. Many of them will connect to the water, power and rail networks that state-owned companies run, and each new connection needs the network behind it to keep pace.

$86 billion
of PPP and infrastructure projects in development across Jordan

$46 billion
anchored in Aqaba, Jordan's only port and its gateway to the Red Sea

SECTOR	PROJECTS	VALUE	WHAT THE PROJECTS WILL BUY
Energy	33	$28.3 billion	Grid and demand forecasting, solar and storage analytics, robotic panel cleaning, predictive maintenance
Tourism	40	$13.8 billion	Visitor flow and demand forecasting, resort and heritage-site operations, booking and payment rails
Urban development	17	$13.8 billion	Digital twins of new districts, digital permitting, modular construction, district operations
Transport	33	$11.7 billion	Traffic and fleet AI, tolling and payments, inspection drones for roads and rail
Industry	31	$8.1 billion	Factory automation, quality verification, industrial sensors and energy management
Water	29	$7.6 billion	Leak detection, pressure management, smart metering, pipe-inspection robots
Mining	15	$1.2 billion	Autonomous drilling and haulage, drone surveying, ore sorting
Health	12	$1.0 billion	Hospital operations AI, patient flow, equipment monitoring
Agriculture	10	$310 million	Precision irrigation, farm robotics, crop and soil monitoring
Environment	15	$270 million	Waste-sorting robotics, emissions monitoring, circular materials
Digital	6	$270 million	Data centers, connectivity, sovereign compute
Education	2	$20 million	School and training campus PPPs, digital learning, building operations and energy retrofits

A state-owned company that proves a model on one part of its network at home can repeat it across its whole service area. Aqaba concentrates ports and terminals, logistics, rail to the port, industry, energy, water and tourism inside the Aqaba Special Economic Zone, which makes it a single place to test port automation, logistics software, desalination and energy technology on assets that connect Jordan to the world.

SECTOR GUIDES

Jordan's $86 billion, sector by sector

Jordan is investing in and advancing 23 sectors at once, and together their projects make up the $86 billion. A sector guide for each lists every project in it, its link to the infrastructure singularity and the ways a partner can take part.

The sectors closest to state-owned utilities and companies

Oil, Gas and Power	NEPCO, state power company: buys, imports and supplies the Kingdom's electricity. 23 projects, $15.1bn of forward investment. www.JordanPPP.com/sectors/oil-gas
Storage and Grids	NEPCO: transmission grid above 132 kV and interconnections with neighbours. 25 projects, $1.4bn of forward investment. www.JordanPPP.com/sectors/grid
Water	Miyahuna (Water Authority-owned utility): Amman water supply and loss reduction. 29 projects, $6.7bn of forward investment. www.JordanPPP.com/sectors/water
Ports and Logistics	Aqaba Development Corporation owns Aqaba seaport and airport. 23 projects, $3.6bn of forward investment. www.JordanPPP.com/sectors/logistics
Mining and Minerals	Jordan Phosphate Mines Company: Hasa, Al-Abyad, Shidiya mines. 29 projects, $1.2bn of forward investment. www.JordanPPP.com/sectors/mining

All 23 sector guides

Oil, Gas and Power	$15.1bn	Wastewater and Reuse	$946m
Tourism	$13.8bn	Nuclear Energy	$835m
Urban Development	$12.8bn	Agriculture and Food	$400m
Green Hydrogen	$10.6bn	Solar Power	$326m
Transport	$8.1bn	Digital and AI	$243m
Water	$6.7bn	Circular Economy	$189m
Fertilizers and Chemicals	$6.5bn	Wind Power	$186m
Ports and Logistics	$3.6bn	Pharmaceuticals	$128m
Manufacturing	$2.4bn	Creative Industries	$47m
Storage and Grids	$1.4bn	Defense	$10m
Mining and Minerals	$1.2bn	Education and Skills	$7m
Health	$986m		

Every sector guide can be read and downloaded at www.JordanPPP.com/sectors.

ARTIFICIAL INTELLIGENCE

AI designs, structures and runs it

A PPP takes about seven years from concept to financial close and costs roughly 10% of capex to structure. Almost all of that work is documents and models, which is the work AI does well.

What changes

When the cost of intelligence approaches zero, the cost of preparing a project falls with it. Feasibility studies, options appraisals, cost plans, risk matrices, financial models and tender documents can be produced and tested in days, and contracts can be drafted and stress-tested in hours. PPP projects will soon appoint an AI technical advisor alongside the human ones. Once an asset is running, the same intelligence operates it: a digital twin models the asset in real time, sensors report wear and faults early, and maintenance follows the data.

Jordan arrives late to PPP software, and that is an advantage. With few legacy systems to migrate off, AI-native tools can be built from the ground up, and the reasoning behind each decision can be captured inside the transactions being structured today.

What it means for state-owned utilities and companies

AI gives a state-owned company the capacity of a much larger PPP team. Its staff can draft output specifications, test value for money and compare bids on whole-life cost. On the network, models forecast demand, balance pressure and load, flag leaks and faults from meter and sensor readings and schedule pumping when power costs least, so the company supervises its partners on evidence and pays them on results.

What will be built

Project preparation	Software that turns feasibility studies, cost plans and tender documents into a repeatable process, so the years spent before tender shrink to months.
Procurement	Tools that let ministries compare bids on whole-life cost and deliverability.
Cost estimation	A national benchmark database that prices every project against real Jordanian rates.
Contract intelligence	Assistants that read, compare and answer questions on every contract, drawing and instruction on a project in plain language.
Asset monitoring	Sensors and digital twins that tell an operator what will fail before it fails.
Permits and approvals	Digital workflows that replace the paper trail across ministries, municipalities and utilities.

ROBOTICS

Robots build it and keep it running

Most of the $500 trillion of infrastructure due over the next fifty years will be built by machines, and people will design, train and supervise those machines.

What changes

Autonomous software combined with autonomous machines produces autonomous infrastructure. Tunneling machines, construction robots, drones and modular factories already raise structures with far fewer people on site. The machines then stay with the asset: drones inspect bridges and power lines, robots travel inside pipes to find leaks, and cleaning robots keep solar fields at full output.

Robotics also changes who can compete. A small company with the right machines can build what once needed a thousand-person contractor, and it can prove its method on a pilot before anyone asks for a track record, which opens PPP work to new companies for the first time.

What it means for state-owned utilities and companies

Robotics lets a state-owned company see inside assets buried under its streets or spread across the desert. Robots travel inside pipes to find leaks and weak sections, drones survey transmission lines, reservoirs and track, and crawlers inspect substations and pumping stations, so a small team can supervise a large network and every inspection is recorded as data.

What will be built

Water networks	Robots and acoustic sensors that find leaks inside the network, in a country that still loses about 41% of its water to leaks, theft and faulty meters.
Construction	Modular methods, on-site automation and quality verification suited to Jordan's labor market.
Inspection	Drones and crawlers that survey roads, bridges, rail, power lines and pipelines and report defects automatically.
Energy	Robotic cleaning and maintenance for solar fields, and retrofit technology for public buildings, street lighting and water pumping.
Mining	Autonomous drilling, haulage and drone surveying for phosphate, potash and new mineral projects.
Ports and logistics	Automated handling, yard robotics and drone delivery for Aqaba's terminals and Jordan's dry ports and border crossings.

TOKENIZATION

Tokenization finances it and opens its ownership

A PPP absorbs capital over four years and releases it over thirty. Today's investors expect to enter and exit easily, and tokenization gives them that option.

What changes

A concession is a long-dated, contracted, inflation-linked cash flow, the kind of asset a token represents well and an ordinary investor has rarely been able to hold directly. Tokenization lets a small pilot be funded by a few hundred investors, with returns paid automatically from the asset's own revenue and no lender between them.

The rails already exist in the region. ADGM regulates tokenized securities, the Dubai Land Department records tokenized title deeds on its own register, and Jordan adopted a national Blockchain Technology Policy in December 2024. Tokenized concession revenues are still rare, so the first tokenized PPP in Jordan is open to whoever builds it.

PPP companies will be tokenized before PPP projects, because a developer already gathers projects, risks and revenues into one entity. People will own the builders first, then the portfolios, then the projects, and at the end of that sequence sits a stock exchange for the physical world.

What it means for state-owned utilities and companies

Tokenization lets citizens and regional investors take a share in the assets that serve them. A state-owned company can place an operating asset, such as a pumping station, a storage plant or a treatment works, in a project company, raise part of its capital through tokenized participation and pay holders from the asset's own revenue, while a public registry records the contract, the payments and the asset's performance for everyone to see.

What will be built

Issuance	Compliant token issuance for PPP companies, infrastructure funds and small pilots.
Investor onboarding	Identity checks, suitability and custody built for Jordanian and regional investors.
Revenue distribution	Smart contracts that pay holders from tolls, tariffs and availability payments as the money arrives.
Registries	Shared records of contracts, milestones and asset performance that every party can trust.
Secondary markets	Venues where holders can buy and sell stakes in operating infrastructure.
Citizen participation	Tools for citizens to propose projects, vote them up and invest small amounts in what gets built.

SMALL PPPS IN PARALLEL

A thousand small PPPs teach more than one large one

The World Bank counted 315 private infrastructure projects reaching financial close across all low- and middle-income countries in 2024, only a few per country. No country can learn quickly at that pace, and each lesson arrives years after the technology behind it has moved on.

Each of those projects is too large, too slow and too expensive to try anything new on, and every approval, guarantee and stakeholder on a $1 billion project pulls it toward the way things were done before. Small projects are where a new idea can afford to be wrong, because the downside is small, the learning cycle is fast and the bureaucracy is thin.

Run them in parallel

Software has already moved from building one idea at a time to building ten at once, and infrastructure can follow. Picture 100 small schools built within six months, each delivered through its own PPP and each testing a slightly different legal structure, financing model, construction method and operating approach. Performance data arrives quickly, the models that work are copied, the weak ones are retired early and policy improves with every round, so a thousand small projects teach a country tens of thousands of lessons where one large project teaches a few.

$10M	spent preparing a single $100 million PPP, enough to build 100 pilots at $100,000 each
780	small PPPs a year in Jordan at $100,000 each, from 1% of the budgets of its 40 contracting authorities, about $78 million, in a country that closes only a handful of PPPs a year today
97,500	small PPPs a year if every country ran 500 at $100,000 each, for $9.75 billion, less than the price of one metro line

The PPP singularity

The PPP singularity is the point at which it becomes cheaper to build the pilot than to conduct the study. One feasibility study can make a project look feasible, another can make it look unfeasible, and the decision still comes down to judgment, while a pilot settles the argument with evidence. Governments that work this way become portfolio managers of experimentation: they set the objectives and the guardrails, standardize contracts that can adapt, collect the data and publish every pilot, every cost and every failure on one public website.

PPP RESEARCH LABS

Pilots need somewhere to live

PPP innovation needs the public and private sectors working together, so each lab is built the way a PPP is built: the public sector spearheads it and the private sector designs, finances, builds and operates it.

One lab per sector	Water, power, transport, aviation, health, education, agriculture, digital, tourism and urban development each get a lab inside the ministry or authority that runs the sector.
A one-line brief	Run ten small PPP projects a year at up to $100,000 each, testing new technologies, new PPP frameworks, new construction methods and new financing structures.
A PPP itself	The ministry tenders the lab, and private companies bid to design, finance, build and operate it with their own capital, effort and technology.
Funding	About $1 million a year per lab, found by moving 1% of an authority's budget away from inefficient spending. Ten labs can run a hundred experiments a year on a modest budget.
Open results	Every result is published as it happens, including the failures: what worked, what failed and what the contract should have said. The lessons go straight into the large PPPs already running and the ones still to come.
Room to explore	Labs carry no fixed deliverables, because predetermined outputs defeat the purpose of research, and they are judged on engineering results.

Who builds and who funds

Small projects open PPPs to founders and small companies. On a large concession a bid costs 3% to 5% of capex, prequalification asks for a decade of comparable projects and performance bonds run to tens of millions. AI cuts the bid cost, robotics cuts the crew a project needs and tokenization lets a few hundred investors fund a pilot, so a small PPP moves at the speed of the founders running it. Venture capital funds the technology, infrastructure funds finance the assets, and a $10 billion fund raised by both, deploying $2 billion in its first year, could back 20,000 small PPPs, about 100 in every country.

What it means for state-owned utilities and companies

A state-owned company can run small PPPs on its own assets, such as leak reduction in one district, a battery at one substation or smart meters on one street, and measure each result from the first day. Its lab can test many of these at once, publish every result, including the failures, and carry what works across the whole network.

UNSOLICITED PROPOSALS

Jordanian law accepts unsolicited PPP proposals

Any private company can take its own PPP idea to government. Article 15 of PPP Law No. 19 of 2023 lets a proposer submit a direct proposal to the Ministry of Investment or a public authority, and PPP Regulation No. 9 of 2024 sets out how it is assessed.

How a direct proposal works

Conditions	The proposal offers an innovative solution for a public service, is prepared on the proposer's own initiative, gives value for money, fits government programs, covers the government's obligations from project revenues and discloses any conflict of interest.
Contents	The scope, the proposer and its experience, a pre-feasibility study with the innovation and intellectual property behind it, the fiscal implications and any support or guarantees sought, and the cost of preparing the study.
Review	A public authority or municipality that receives a proposal refers it to the Ministry, which has 60 days to take it up for study or return it unopened, and can charge a study fee of at least $7,050.
Registry	A qualifying proposal is listed as a PPP project in the national registry of public investment projects, and one that falls short is rejected.
Tender	If the project goes to tender, the proposer can match the best offer, and if another bidder wins, the winner repays the proposer's direct study costs.
Small projects	Projects with a capital cost below $14.1 million are small-scale PPPs, and similar ones can be bundled into one feasibility report and one tender under simpler procedures.

Limitless ideas

This is the Swiss Challenge approach: the proposer brings the idea, the market competes on it and the proposer keeps the right to match the best offer. Many of the projects in Jordan's $86 billion pipeline are still early enough for a partner to shape the deal or bring its own idea, and a direct proposal can be as large as a mini city built and operated under one contract or as small as a $100,000 pilot. The PPP research labs can be proposed the same way, and every company with an idea for a public service becomes a possible project sponsor.

What it means for state-owned utilities and companies

Direct proposals bring a state-owned company ideas from partners that already know its networks, prepared at their own cost. A proposal it receives goes to the Ministry of Investment and a qualifying one joins the national registry of public investment projects, while the tender still tests the idea against the market: the proposer can match the best offer, and the winning bidder pays the proposer's direct study costs. A published list of needs, such as losses to cut, points proposals at the problems that matter most.

WHY STATE-OWNED UTILITIES AND COMPANIES

State-owned companies run the networks that every project connects to

Water companies, the power transmission company, rail and other state-owned enterprises hold the assets, customers and operating data behind many of Jordan's public services. PPP Law No. 19 of 2023 counts each of them as a public authority that can sign PPP contracts and receive direct proposals.

Where state-owned companies fit in a PPP

Contracts	The company prepares, tenders, signs and supervises its own PPP contracts.
Assets	Pipes, reservoirs, pumping stations, transmission lines, substations, track and land that a partner can upgrade and run.
Customers	Meters, billing and the customer relationship that turn a better service into revenue a contract can rely on.
Data	Operating records on flows, losses, faults and demand that let a bidder price performance correctly.
Connections	The water, power and rail links that new PPPs in every other sector need.

What changes for state-owned companies

AI, robotics and tokenization change what a state-owned company can ask of a partner and how it checks what it receives. Smart meters and sensors measure losses, availability and service on live data, so a contract can pay for water recovered or capacity delivered. Robots and drones inspect networks at lower cost, and tokenized participation lets citizens and regional investors fund an upgrade beside the banks.

Why a program, and why now

Without a program, each upgrade waits for public budget and each outsourcing contract is written from scratch. A program gives the company a team, standard performance contracts, a lab that tests new technology on small projects and a clear route for proposals from the private sector. Jordan closes only a handful of PPPs a year today, and the companies that build this capacity now will shape how its networks are upgraded and run.

THE PROGRAM

How the program could work

The program can sit inside the company, with a PPP unit at its center, a research lab beside it and the assets, customers and operating data the company already holds behind it.

PPP unit	A small team of technical, legal, financial and procurement staff that prepares, tenders and supervises the company's PPPs.
Operations	Performance-based operation and maintenance, non-revenue water and network contracts that pay partners for water recovered, losses cut and assets kept available.
Upgrades	Pipe replacement, storage, pumping, substations and other network upgrades prepared as PPPs and paid from the savings, capacity or service they deliver.
Technology	Smart meters, sensors, digital twins and robotic inspection written into every new contract, and tokenized participation offered on operating assets.
Research lab	A lab tendered as a PPP and funded by moving 1% of the budget away from inefficient spending, running ten small PPP projects a year at up to $100,000 each and publishing every result.
Direct proposals	A published list of needs, a clear route for proposals under Article 15 and similar projects below $14.1 million bundled into one tender.
Partners	Working links with the ministries the company reports to, lenders, operators, technology firms, investors and the companies that bid.

What the company gains

The company gains better service for its customers, lower losses and private capital for upgrades its budget could not carry alone, with partners paid for the results they deliver. Each contract adds standard documents, operating data and staff who know how to run the next one, and each pilot in the lab shows what works before the large upgrades commit to it.

It also gains a place at the front of how the region runs its networks. The first state-owned companies in the region to run performance contracts on live data, test new technology in research labs and welcome direct proposals will set the standard that other utilities follow.

ABOUT

Jordan PPP

Accelerate Jordan
Accelerate the infrastructure singularity
Accelerate the Jordan PPP singularity

AMMAN, JORDAN WWW.JORDANPPP.COM

Jordan PPP helps every kind of organization in Jordan launch a public-private partnership (PPP) program of its own. It publishes 96 guides, one for each kind of organization, from the Royal Hashemite Court and Parliament to banks, contractors, universities, humanitarian organizations, companies in twenty-one sectors and organizations in twelve governorates.

Its vision is the infrastructure singularity, when roads, grids, ports and water networks become one globally connected, superintelligent computer, built by robotics, run by artificial intelligence and financed by tokenization. Rebuilding and running the world's infrastructure will take about $500 trillion over the next fifty years.

Its method starts small: a PPP program for every organization, small PPPs run in parallel, a research lab in each sector and direct proposals under Article 15 of PPP Law No. 19 of 2023, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

JORDAN PPP

What Jordan PPP offers

The guides

One for every organization

96 guides, each with the case, the program and six first steps.

www.jordanppp.com/guides →

The summary

All guides in one document

Every guide, its organization and its ask, in one place.

www.jordanppp.com/summary →

Futureproofing

AI, robotics, tokenization

What the three technologies change for every organization.

www.jordanppp.com/futureproofing →

The opportunity

$500 trillion

The $500 trillion PPP infrastructure opportunity, from the crisis to the exchanges.

www.jordanppp.com/opportunity →

NEXT STEPS

How a state-owned company can start

Any state-owned utility or company in Jordan can take this guide forward. The first steps use the mandate, staff, assets and data the company already has.

Mandate	A decision by the board to launch a PPP program, with its networks, its research themes and its first-year goals.
Team	A named program lead, with technical, legal, financial and procurement staff drawn from the company's existing departments.
Pipeline	A list of the company's networks, plants and planned upgrades, ranked by losses, condition and readiness, with similar projects grouped for bundling.
Contracts	Standard performance contracts for non-revenue water, operation and maintenance, and network upgrades, with smart meters, sensors and robotic inspection written in.
Partners	The ministries the company reports to, lenders, operators, technology firms and the companies that will bid for the lab and propose new projects.
Pilot	A first small-scale PPP or direct proposal, taken from idea to tender.

Jordan has the projects, a law that counts state-owned companies as contracting authorities and networks that will need upgrading for decades. A PPP program gives your company the team, the contracts and the lab to put private capital and new technology to work on them and to run its share of the superintelligent infrastructure future.

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